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JULY 1, 1946



TWENTY-FIVE CENTS

# Sales Management

## SALESMEN'S AUTO EXPENSES

R. E. Runzheimer tells how to re-appraise your business car setup.

See page 72. ★

## PIPER CUB'S SALES FUTURE

The company will spend a million to promote private flying. See page 100. ★

## SALES TRAINING

All about Chevrolet's new "University of Salesmanship."

See page 37. ★

THE MAGAZINE OF MODERN MARKETING



## *They don't pay off with wooden nutmegs in REDBOOK Connecticut!*

They'll buy your product with real U. S. money.

Over \$131,000,000 of family income makes it possible for these 25,713 young Redbook families to have just about anything their hearts desire.

And they will be buying \$780,000 worth of tires for their 21,185 automobiles as well as over 14,800,000 gallons

of gasoline and 1,186,000 quarts of oil.

It takes \$20,000,000 worth of food to satisfy their hearty young appetites. They buy \$2,700,000 worth of drugs and cosmetics in the course of a year.

Isn't \$59 a page a low pro-rata cost to reach this \$131,000,000 Redbook, Connecticut market? That's all it costs to cover the Connecticut Redbook families.

Display your product before the  
\$6,800,000,000 audience of the  
Redbook National Show

Sell your product to these eager, young Redbook families whose ready money totals \$6,800,000,000.

They pay \$4,000,000 a year for front-row seats at 12 performances of one of America's greatest arrays of fiction entertainment.

\$37,200 makes the Redbook National Show your show (12 pages) attracting these enthusiastic young spenders to your product every month in the year.

**HIT 'EM WHERE  
THEY LIVE,  
.....IN**

# REDBOOK

Send for the Redbook State-by-State analysis of family buying power.  
Write or phone Redbook, 230 Park Avenue, New York 17, New York





*Mrs. Adm. Lib.  
Faxon*

## MRS. WILLIAM S. PEACE



Clubwoman with symbolic name opens "Waging the Peace" drive of Philadelphia area women's organizations under sponsorship of The Evening Bulletin.

Mrs. William S. Peace recently was appointed chairman of the Women's Organization Service Bureau, conducted by The Bulletin to coordinate, through a special Bulletin department, the peacetime activities of nearly 500 women's groups in the Philadelphia area and keep alive the unity, enthusiasm and fixity of purpose which distinguished the wartime achievements of Philadelphia's women.

This prominent clubwoman is but one of many Philadelphia women who are taking a serious, personal interest in preserving the peace and furthering community affairs.

Operation of the Women's Organization Service Bureau by The Bulletin — an innovation by a newspaper in the field of public service — is typical of the way The Bulletin is participating actively in the civic life of the people of Philadelphia. It offers more evidence why The Bulletin is the preferred newspaper among Philadelphians . . . why they trust its editorial content . . . use its advertising columns as their reliable shopping guide.

★ ★ ★

*The Evening Bulletin has a circulation exceeding 600,000, the largest evening circulation in America. It is read by four out of five Philadelphia families.*

IN PHILADELPHIA — NEARLY EVERYBODY READS THE BULLETIN .

JULY 1, 1946

[1]

# Sales Management

VOL. 57, NO. 1; JULY 1, 1946

## TABLE OF CONTENTS

### DISTRIBUTOR RELATIONS

- Close Kinship with Distributors: What Makes It Live and Prosper? ..... 84  
*Based on an interview with Newton E. Tarble*

### GENERAL

- Johnson Gets AMA Award; Prescott Cited for 1945 Survey of Buying Power ..... 39  
Significant Trends ..... 35  
They're In the News ..... 40  
"Tool Owners Union" Calls Americans to Battle Against Pressure Groups ..... 42

### PRINTED SALESMANSHIP

- House Organ Sells Full Line in Firm Where Salesmen Are Specialists ..... 95  
*By Mathilde Zwilling*

### PRODUCT DESIGN & PACKAGING

- Yale & Towne Discard Mousy Dress for Hardware; Repackage Entire Line ..... 45  
*By Terry Armstrong*

### RESEARCH

- How You Can Pre-Test the Product and the Market for Soft Goods Items ..... 108  
*By Percival & Matilda White*

### SALES CONTROL

- Sales Control Forms Part III..... 116

### SALES POLICY

- Piper Puts Appliance Selling Methods to Work to Sell Private Planes ..... 100  
*By Walton B. St. John*  
A Grocery Jobber Cuts Competitive Odds for "Papa and Mama" Stores ..... 126  
*By James H. Collins*

### SALES PROMOTION

- Ice Cream Makers Seek Billion Gallon Market by 1955 ..... 123  
Oculens Promotion Stresses High Fashion Appeal in Sun Glasses ..... 62  
Martin-Senour Color System Takes Heartaches Out of Paint Mixing ..... 78

### SALES TRAINING

- Chervolet Opens All Throttles on Training; Girds for Competition ..... 37  
*By D. G. Baird*

### SALESMEN'S AUTOMOBILES

- Facts You Will Need for Re-appraisal of Your Salesmen's Auto Setup ..... 72  
*By R. E. Runzheimer*

### DEPARTMENTS AND SERVICES

- |                             |     |                                   |     |
|-----------------------------|-----|-----------------------------------|-----|
| Advertisers' Index .....    | 140 | Media & Agency News .....         | 130 |
| Campaigns & Marketing ..... | 69  | New Books for Marketing Men ..... | 76  |
| Coming Your Way .....       | 44  | News Reel .....                   | 15  |
| Designing to Sell .....     | 58  | Readers' Service .....            | 124 |
| Editorial .....             | 142 | Sales Letter Round Table .....    | 93  |
| Forefront Opinion .....     | 50  | Scratch Pad .....                 | 20  |
| High Spot Cities .....      | 136 | Shop Talk .....                   | 82  |
| Human Side .....            | 8   | Washington Bulletin Board .....   | 28  |

Network

# "GET THAT STORY"

...another great  
headliner for CPN!

Take the drama of the newspaper world. Combine it with the fun and pell-mell competition of an audience participation show . . . and you have *Get That Story* . . . the Columbia Pacific show that gives everyone a chance to win a prize by reporting the exciting stories that make the headlines!

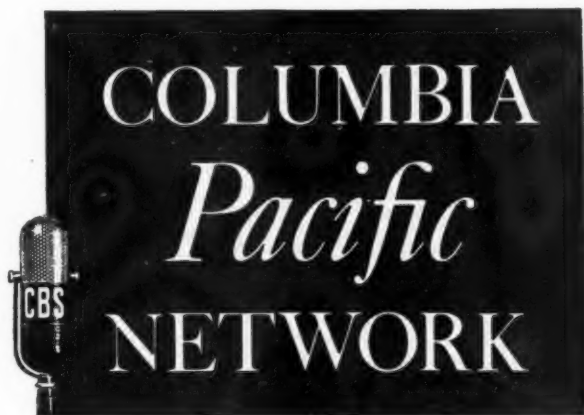
Here's how it's done. "Editor-in-chief" Knox Manning calls several members of the studio audience to the stage. Then a cast of Hollywood's finest radio actors dramatizes a typical news story for each of them. The contestants are given just one minute to report their stories. Each participant gets three dollars for every

one of the five W's (who, why, where, what and when) that he reports. Later he has a chance to double his money by answering a scoop question: an important fact in the story.

There's a contest for listeners, too. A special news assignment is dramatized. Listeners write about it, mail it in, and the winner gets a big cash award . . . It's an 8-star final that pays off in pyramiding listener interest. After only 4 broadcasts, *Get That Story* is receiving more than 1000 entries each week!

Pacific Coast listeners have followed Knox Manning's tip-top newscasting for twelve years. They like his ability to relate dramatic news with crisp delivery. They're sure to be listening when Manning sets the same pace to pack *Get That Story* with 30 minutes of nip-and-tuck competition.

*Get That Story* is doubly designed to win the attention of Coast listeners. If you'd like to have your sales message headlined by this outstanding show, call us, or Radio Sales.



Palace Hotel, San Francisco 5  
Columbia Square, Los Angeles 28  
Represented by Radio Sales, the  
SPOT Broadcasting Division of CBS

A DIVISION OF THE COLUMBIA BROADCASTING SYSTEM





## Need a Parachute?

Who's going to outfit the new civilian flyer, after he's obtained his pilot's license?

One forward-looking firm of clothiers, Harris & Frank, who've been outfitting gentlemen in Los Angeles since 1856, asked themselves that question, gave themselves a "why-not-us" answer and promptly set up their "Pilots' Lounge." In the Lounge the aviation enthusiast can supply himself with everything from a flying suit to a log book. Among the other things he can buy are goggles, maps, interpretation of regulations, suggestions for trips and routes.

But Harris and Frank didn't just leap into their new line by answering their own \$64 question. They first looked carefully over the situation, sized it up and decided that unquestionably a field existed. They discovered that there was no one place in the retail world where the young flyer could shop for all of his (or her!) requirements. In one place you could find the flying clothes, in another the books and maps—but *where* could you shop for a parachute? The Pilots' Lounge was their answer.

During its first few days the Lounge took orders for more than 2,000 flying suits. There weren't that many suits in existence and there weren't likely to be for many weeks. The Lounge found itself with a concrete example of supply and demand on its hands, had to resort to charm to forestall a panic. It was a case of having studied, too well, the possibility of a new branch to an old business. The store is aghast that they were the only people who had thought of it.

The Lounge is presided over by Robert Pollak, a flyer himself, and a former Army instructor to boot. He knew how many things were needed by the newly licensed pilot—and how difficult it was to get them through regular retail channels. Bob injected a lot of know-how into the new department, helped to locate sources of supplies. The Pilots' Lounge is, for instance, the distributing agent for Irvin parachutes . . . expects, later on, to have one of the better known personal planes for display—perhaps even a distributorship.

An interested bystander in the new venture is the Los Angeles office of the Civil Aeronautics Administration. It is working with Bob Pollak to aid the young pilot in untangling the maze of forms, applications, regulations, and supplies him with the latest revisions of rules and regulations. The Lounge is actually a sort of unofficial clearing house for such information—has won a lot of customers with its helping hand.

## Hardware Head-lines

A lot of San Francisco noses were firmly pressed against the hardware store windows of Charles Brown and Sons last fortnight. If you're in the hardware business, you're probably wondering how the Messers Brown managed such a pull of public interest. Usually the only people who gaze fascinatedly into hardware store windows are carpenters. The answer—Brown and Sons had a window-full of hats!

Every year for 31 years they've had a window-full of hats. There are San Franciscans who look forward to that annual window like a Kansas farmer to the State Fair. For these are hats with a difference. In the first place it's a Hat Contest for the Brown employees. In the second place the hats are made from merchandise sold in the store! Brown workers milliner-ize everything from cookie cutters to shower hose.

When the employees have finished their hardware chapeaux they put them in the front windows and the nose-pressers outside cast their votes for the winner. Some of the hats are so realistic, and put together with such purposeful chi-chi that kibitzers have to look twice to realize that they're manufactured out of kitchen gadgets instead of flowers. One gal made such a toothsome turban out of a string shopping bag that she grabbed it back after the contest and now sports it out on dates.

After a lot of frantic voting, ending in a traffic snarl on Geary Street, the ballots said that first prize went to a lad who'd contrived his winner out of a flattish fruit basket turned upside down, with plastic clothespins around its brim and crowned by a red yarn holder with knitting needles stuck through its holes. (Don't wince, boys. You've seen the Little Woman pay 50 bucks for a reasonable facsimile.) This won its creator a table radio.

Second prize—a \$25 Savings Bond—went for an enameled kettle lid edged with clothespins and mending tape. On top was an apple salt and pepper shaker tied up with bows of the same colored mending tape.

Chore boys with centers of colored china salt and pepper shakers combined with more mending tape walked off with the third award.

But the biggest laugh was garnered by a cone shaped colander with fork and spoon for feathers and a tiny pair of scissors criss-crossed in front. On the right side was a table knife topped by a small compass.

Another bonnet was merely a sponge spiked with colored cocktail toothpicks. But others were fashioned from dust mops, salad choppers, long brass screws, galvanized clothes line, soup dippers—everything but the ironing board—and no doubt somebody will work around to that next year.

The Brown outfit says that the Hat Contest draws the customers like a one-cent-sale. It's good for laughs, good for good-will, good for business. And for what they get out of it—including fun for themselves and a bunch of happy employees—it's the least expensive freak promotion they've ever used.

SALES MANAGEMENT

# Post-Intelligencer Photographers Take 4 out of 6 prizes!

**W**ALKING off with the lion's share of the awards is getting to be a regular habit with Seattle Post-Intelligencer staff members. Hard on the heels of the writers, who swept the Washington State Press Club's recent Awards for Feature Writing, come the photographers, taking four out of six prizes in the Press Club's Photographic Awards Contest. Out of three first prizes and three honorable mentions awarded in the state-wide event, P-I cameramen nearly swept the field, taking two first prizes and two honorable mentions . . . a feat that establishes this newspaper as tops in pictures in the Pacific Northwest.

Frank Lynch took first award in the news photo division with his dramatic photo of the wife of a murderer consoling the mother of the victim. Stuart Hertz won first prize for sports shots with a thrilling picture of a player snatching a pass during last fall's football game between the universities of Washington and Oregon. He was Awarded honorable mention, too, for a basketball action photo. Ken Harris won honorable mention for his interesting study of General Wainwright in the governor's mansion in Olympia.

Good pictures are a vital part of a good newspaper. That's another reason why the Post-Intelligencer has become the Great Newspaper of the Great Pacific Northwest.

*Fred W. Kennedy (third from left) professor of journalism at University of Washington, presents first prize (sports photos) and honorable mention to Stuart Hertz. (Right) Frank Lynch, first prize in news photos, and (left) Ken Harris, honorable mention winner.*



## NORTH JERSEY *families* WANT

259,721 *radios*

171,824 *refrigerators*

193,544 *washers*

*... from the recent report of  
New Jersey's Department of  
Economic Development.*

240,000  
NET PAID FAMILIES

*are now reached by the*

**NEWARK EVENING NEWS**

*... that's our net paid average  
for the first five months  
of 1946*



*"America's SIXTH MARKET for electrical appliances"*

## Southern Comfort

Americans are notorious for going to the ends of the earth in quest of atmosphere. Nothing makes them happier than inspecting Aztec remains—from the air-conditioned depths of a luxury bus. They are right in their element when they're looking at Mother India—and they don't care how close they get to the window of their streamline train while they see it.

Pan American World Airways says you can take it from them—out of their experience. Americans, they say, conveniently overlook the fact that they're supposed, when travelling in foreign countries, to be seeing native conditions as well as the scenery. But when our Mrs. Babbitt discovers that the lighting in her pension isn't fluorescent, that the mattresses aren't innerspring, that the restaurants aren't "modern throughout," she sets up a banshee yell which could be heard all the way to Flushing Meadows. And Pan American, for example, gets the brunt of her ire.

To protect themselves—their trade and their nerves—the airlines have a young lady, Pamela May Drake, as their design counsel for Pan American's Latin American Division. It's Miss Drake's job to see that solid citizens from Dubuque, from Boston, from Richmond, find everything as "comfy" as they would in a new Statler.

Miss Drake has 22 projects under way at the moment—all aimed at the ultimate comfort of such as you. Under construction, along Pan American's routes, are three hotels, a flock of restaurants, and various improvements to existing airport buildings. The design for them all has a strong Latin flavor (after all aren't you going South to see the architecture?) but all fixtures are native U. S. A. When Mrs. Babbitt gets out to stretch her legs under a tea table she'll feel at home in "native" surroundings.

Pan American has worked out a novel system for improving native-owned or existing facilities. They go to a local pension and lay out a substantial sum to cover the bill for new mattresses, lighting equipment and other amenities which will add up to comfort for Northern visitors. Sometimes they lease a whole floor of a hotel, redecorate it, and hold it for the special and exclusive use of Pan American passengers.

Due to popular demand among solid U. S. A. citizens the airlines is even building swimming pools. And if you're not comfortable after all this you'd better stay at home!

### THANKS FOR THE INTERVIEW

**T**HE citizens and passers-by all over America who answer our questions are doing their part to make industry their servant, and all of its products more suited to the needs and desires of those whom we interview. At long last, the consumer is being listened to, and his or her preferences, comments and reasons why are being added up into totals that command the respect of Top Management.

Your contribution to these searching inquiries is most important and helpful.

A. S. BENNETT ASSOCIATES  
A Marketing Research Service  
93 Park Avenue, New York 16, N. Y.

A RESEARCHER TIPS HIS HAT: A. S. Bennett's "Thank You" card will open Mrs. Consumer's front door more easily for market researchers who want to know, "What brand do you use?"

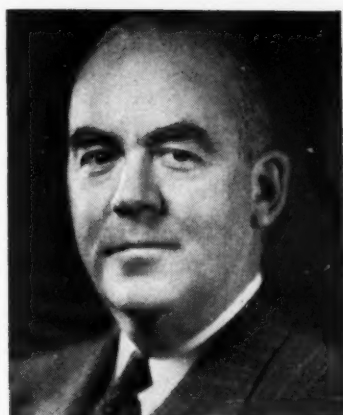




**H. RUSSELL BURBANK**, former executive vice-president, now president of Rockwood & Co., candy makers.



**DON G. ANDERSON**, newly appointed advertising manager of the Fox River Paper Corp., Appleton, Wisconsin.



**RALPH C. CAMERON**, new assistant to the president of the Ruud Manufacturing Co., Pittsburgh, Pa.



**JOHN BARTON MORRIS**, recently of the AAF, is appointed sales manager of the Helbros Watch Co.

## NEWS REEL



**W. C. GEOGHEGAN, JR.**, new assistant sales manager, aide to the executive vice-president, Pepsi-Cola Co.



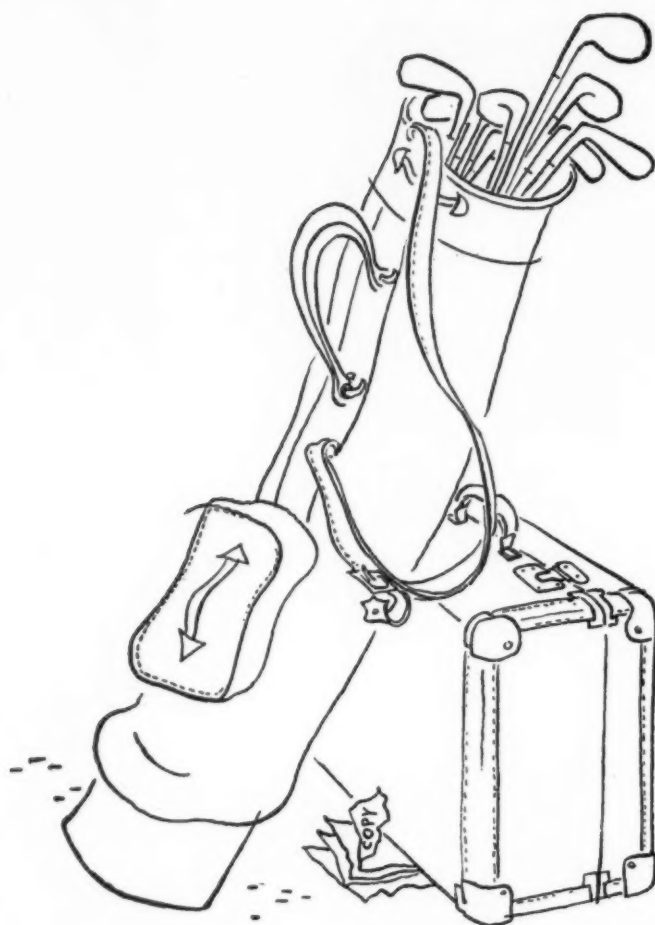
**EDWARD M. DOUGLAS**, former executive assistant, named vice-president International Business Machines.



**WILLIAM S. WILSON**, newly named assistant manufacturer's sales manager of Firestone Tire & Rubber Co.



**JAMES A. BARNETT**, new vice-president and general manager of the Pepsodent Div. of Lever Brothers Co.



## "WORRY-WHAT FOR?"

Your copy is perfection—far better than our score.

No last minute changes to throw us in the rough.

You make our job so easy—we yearn for something tough. Four color process—or mornings on the green. We'll choose the former—it keeps our minds serene.

FOR CLARITY, COLOR AND CONSISTENT QUALITY

**HAYNES LITHOGRAPH COMPANY, INC.**

1140 East-West Highway

Silver Spring, Maryland

*Look, Gram - we're first!*



**Twice a month**, there's active rivalry in Iowa's farm homes to see who gets the new copy of *Wallaces' Farmer* and *Iowa Homestead* first! That's because *Wallaces'* serves the interests of the whole farm family. It's their farm newspaper, their farm business paper and their farm home-making journal.

*Wallaces' Farmer* and *Iowa Homestead* is *looked-for* twice each month on 9 out of every 10 Iowa farms. It is *looked-for* also on a very substantial percentage of the farms in the counties bordering on Iowa. Altogether more than 270,000 copies blanket the world's richest farm market.

This year Iowa celebrates the centennial anniversary of its statehood. For ninety of these hundred years, farm progress in Iowa

has been spurred and guided by the far-sighted and vigorous editing of its state farm papers, *Iowa Homestead*, *Wallaces' Farmer* and the now combined *Wallaces' Farmer* and *Iowa Homestead*. As Iowa looks ahead, *Wallaces' Farmer* and *Iowa Homestead*, firm-rooted, strong, accepts its challenge to lead Iowa agriculture constantly forward.

Looked-for and looked-to, *Wallaces' Farmer* and *Iowa Homestead* offers advertisers a powerful background for selling.

**WALLACES' FARMER**  
*and* **IOWA HOMESTEAD**  
DES MOINES, IOWA

*Looked for* **TWICE A MONTH IN 9 OUT OF 10 IOWA FARM HOMES**



# Who Says So?

**M**AYBE the way the stock market is whooping up to new highs will bring back the barbershop tipster and the boot-black financial adviser of '27 and '28.

But I kind of doubt it! I guess most of us got our tails singed then to the point that any hot dope from Tony or Sam is going to be put through the "Who Says So" hopper before we risk any of our capital on such flimsy sources of information.

Now the druggist is just as cagey as anyone else when it comes to risking *his* capital—which he does everytime he puts a product on his shelves.

So he's just as prone as you and I to say "Who Says So?" if he's urged to buy any product.

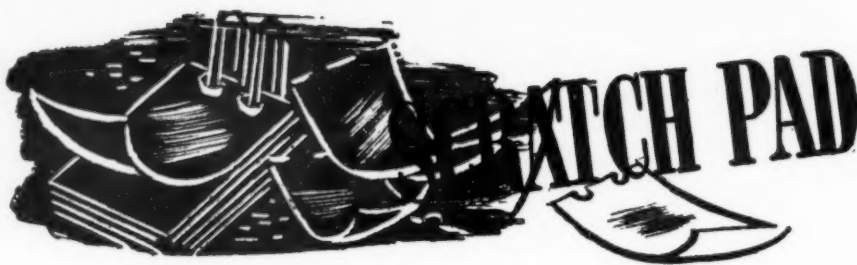
When "American Druggist says so"—it gives your advertising to 55,000 druggists a source of unquestioned authority—a background of impartial accuracy—a tradition of fair, unbiased and full discussion and information.

*Pete Lund*  
Publisher

# American Druggist

The Pharmaceutical Business Magazine  
572 MADISON AVE., NEW YORK 22, N. Y.

[ 20 ]



Tessie O'Paque says she tired of the tune long ago, but is thinking of reviving it with her own lyrics: "Gregory Peck, Cha-la, Cha-la." The same master-mind telephoned every crematory in town but couldn't turn up a single pound of butter.

On the "Information Please" program, Moderator Fadiman asked for a definition of "Operation Pluto" and got it. I wondered how the late Chic Sale would have handled that one.

Farm Version: Parity begins at home.

Golden jubilee of the horseless carriage was fittingly marked by *The American Magazine* with its "Automobile Cavalcade." It will put a lump in many a throat whose owner can remember 1906. Names like Winton, Pope - Hartford, Panhard, Renault, Stearns, Locomobile, Stanley Steamer, F.I.A.T., Rambler, Thomas Flyer, Rainier, Lozier, Stoddard - Dayton, Marmon, Premier, and Mercedes chug by on four cylinders, with descriptions like "thoroughly modern design" . . . good for a smile today. Write Bill Kelly for a copy, at 250 Park Ave., New York 17.

"She has R.S.V.P. eyes," said Hy Gardner in his "News-Reel" (*Parade*), without benefit of quotes. Away back in March, 1936, Scratch-Pad credited the line to *Ireland's Saturday Night*, of Belfast.

There once was a writer named Bryant,  
Whose actions were often defiant.  
You'd pencil his stuff,  
He'd fly into a huff,  
And stick out his tongue at the clyant.

"Success Formula: Shoot the bull, pass the buck, make seven carbon copies of everything!"—*Typo-Graphic*.

Simile inspired by reading about this placid reptile in the magazine, *Fauna*: "Toothless as a turtle."

In this corner, we have Sing (the cleaner that really cleans). In *this* corner, Whistle (gets everything clean as a whistle). Shake hands, break clean, and may the best detergent win.

Who remembers when this was a snappy comeback: "You're not the only pebble on the beach!"?

## HEADLINE PARADE

Profit is no sin.—*The Trundle Engineering Co.*

Giving wings to paint-brushes.—*The Glidden Company.*

Shimmering suits that let you slither fish-like through the water.—*Saks Fifth Avenue.*

The lady has plans.—*Reynolds Metals.*

Have you learned to live with a stomach-ulcer?—*Upjohn.*

A beachcomber never gets a day off.—*American Airlines.*

To make a lawn story short, Doo-Klips are back.—*Doo-Klip Grass Shears.*

Tire-troubles don't happen—they're committed!—*Lee of Conshohocken.*

Waves of orders on the Eastern Shore.—*Briddell of Crisfield.*

"I'm too busy to bother with men."—*Cashmere Bouquet Talc.*

Slogan for Ezol, the medicated skin-cream: "It's silly to suffer!"

Incidentally, you don't realize how many dull, flat, insipid headlines there are in the advertising columns until you go on a hunt for Headline Paraders.

Whenever I'm moved to quote something from *The United States News*, I recall the minatory line: "No part of this or any other page may be reproduced without written permission." Most of us scribblers *live* to be quoted.

NIT—"I see you've taken to wearing blue shirts."

WIT—"Yeah; I figured the white-collar group wasn't getting anywhere."

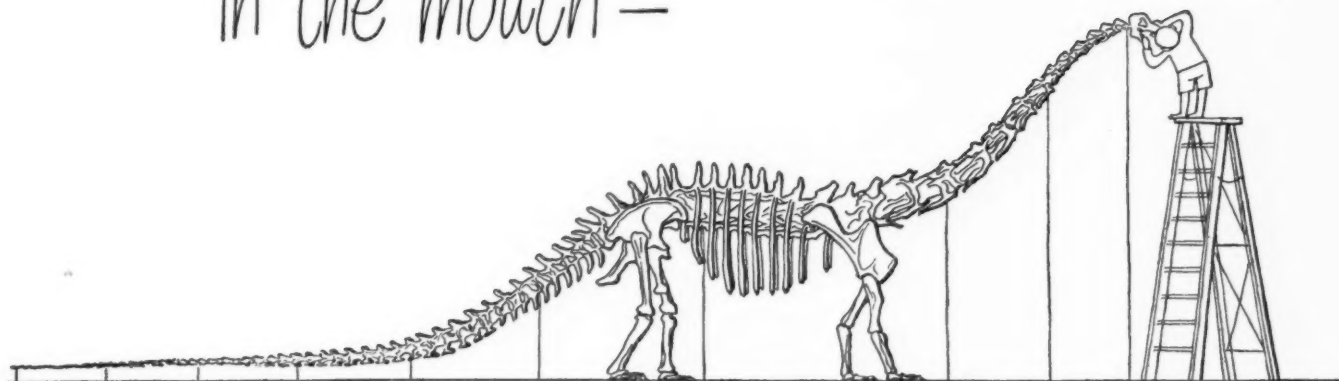
"Kuester is an enlightened Republican."—*Time*. Isn't that redundant?

When Fiorella was tearing around awhile back, trying to get wheat to starving Europe, *Newsweek* captioned a piece on the subject neatly: "Little Flour."

The printer just telephoned to say that he was "holding a form," but he didn't say whose.

SALES MANAGEMENT

You can look a  
Gift diplodocus  
in the mouth —



## IN PITTSBURGH

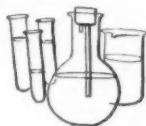
It's in Carnegie Museum, with a hoard of other scientific and historical treasures. Carnegie Institute also houses a million-book Library, a world-renowned Art Gallery, a Music Hall. Pittsburghers start researching at the Carnegie Institute when they're only about five years old.



Pittsburgh's Allegheny Observatory tells people how things are going up above. And if you pop into Buhl Planetarium at the right time, maybe you'll see the star patterns that

were in the sky in the diplodocus's time.

If Pittsburgh's fame as the world's heavy industrial center still obscures your view of the city's facilities for a wide variety of research, keep in mind that Mellon



Institute of Industrial Research is here. And there are two universities and three colleges whose professors frequently are available for consultation.

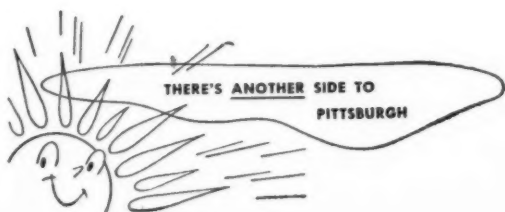
Government research here ranges from the work done by the local office of the Department of Commerce to that of the

Bureau of Mines. Several industries do impressive work in their own labs. Commercial research laboratories of many kinds work on a fee basis.



But if you want the truth about the Pittsburgh retail trade area, all your research amounts to is a phone call or a letter to the research department of The Pittsburgh Press. Press research is free . . .

Press results are one of the biggest bargains in town.



## The Pittsburgh Press

Represented by the  
National Advertising Department,  
Scripps-Howard Newspapers, 230 Park Avenue,  
New York City. Offices in Chicago, Detroit,  
Memphis, Philadelphia and San Francisco.

No. 1

In Pittsburgh  
In Daily Circulation  
In Classified Advertising  
In Retail Advertising  
In General Advertising  
In Total Advertising

# BRIDGE THE GAP



**BETWEEN YOUR  
PRODUCT AND  
TREMENDOUS  
MIDWEST.....**

**FARM  
BUYING  
POWER!**

The Midwest Farm Papers form the bridge which brings your product to over a million Midwest farm families—and their huge buying power to you. The consistent reader interest—indicated by the Midwest Farm Papers' 89% coverage of this area—offers you your best road into one of America's greatest present and future farm markets.

In the rural areas of the 8 Midwest States—always a rich source of sales—there is, today, a new and tremendous buying power. Never before was the demand for commodities so great. Never before were farm bank balances and credit so high.

The MIDWEST FARM PAPERS are aimed directly at the interests and problems of farmers in the rich and prosperous 8 MIDWEST STATES.

**Write for:** A complete summary of 1946 BUYING REQUIREMENTS of Midwest farmers.

Through a recent survey 1,860 farmers have indicated their 1946 buying interest in 148 types of commodities—including farm equipment, home furnishings and appliances, and remodeling and rebuilding necessities. The results of this important survey have been arranged in pamphlet form for each of the 8 Midwest States.



**YOUR DISTRIBUTION MAY BE NATIONAL  
...BUT YOUR SELLING IS ALWAYS LOCAL**

*The Farmer Wisconsin Agriculturist & Farmer Prairie Farmer  
Nebraska Farmer Wallace's Farmer & Iowa Homestead*

**FARM PAPER UNIT**

NEW YORK 17  
250 Park Ave.

CHICAGO 2  
6 N. Michigan Ave.

DETROIT 2  
542 New Center Bldg.

SAN FRANCISCO 4  
Russ Bldg.

LOS ANGELES 14  
523 W. 6th St.

[ 2 2 ]

"The Years that Went Before" is a brisk, readable capsule of history (1927-1946), "prepared to show how *Time's* U. S. domestic circulation has increased steadily to more than 1,300,000 copies a week." Left-hand pages show *Time's* "Man of the Year" throughout the 19-year period.

"Woolf Credo," *Tide* headlined a chapter. I thought the wolf-credo was: "Love 'em and leave 'em."

*Particeps Criminis Dep't (Canine Division):* Frank Brown, v.p. of Bastian Bros., the Rochester jewelry-house, writes:

Dear Harry:

My good Wayne County (N.Y.) friend, Ralph Covert, was in town a few days ago and told me of a predicament he was in.

Says he can come home stark sober six nights out of the week, and the big, beautiful coon-hound next door sits there and wags his tail, no matter whether it's midnight or 3:30 A.M., *provided* Ralph hasn't had even a glass of beer.

But, if he's had as much as one glass of beer, that son-of-a-spaniel raises-up a howl that not only wakes the neighbors, but Ralph's wife as well.

"Should I shoot the so-and-so, Frank?," Ralph asked. I said: "No, that would be the *wrong* thing. Next time you go to the Lions Elks Club for a little touch, take him *with* you, and he'll be *afraid* to talk!"

Cordially yours,  
Frank

Jimmy Maclean, who recently resigned as "Dr. I. Q." to enter the ministry, sent a woman contestant down for saying that Teddy Roosevelt ran on the Bull Moose ticket in 1912. The doctor's card said "Progressive Party," and he stuck to that. Weren't the terms "Bull Moose" and "Progressive" interchangeable in that fateful year, and shouldn't the contestant be brought back and given her "nine silver dollars" or whatever it was?

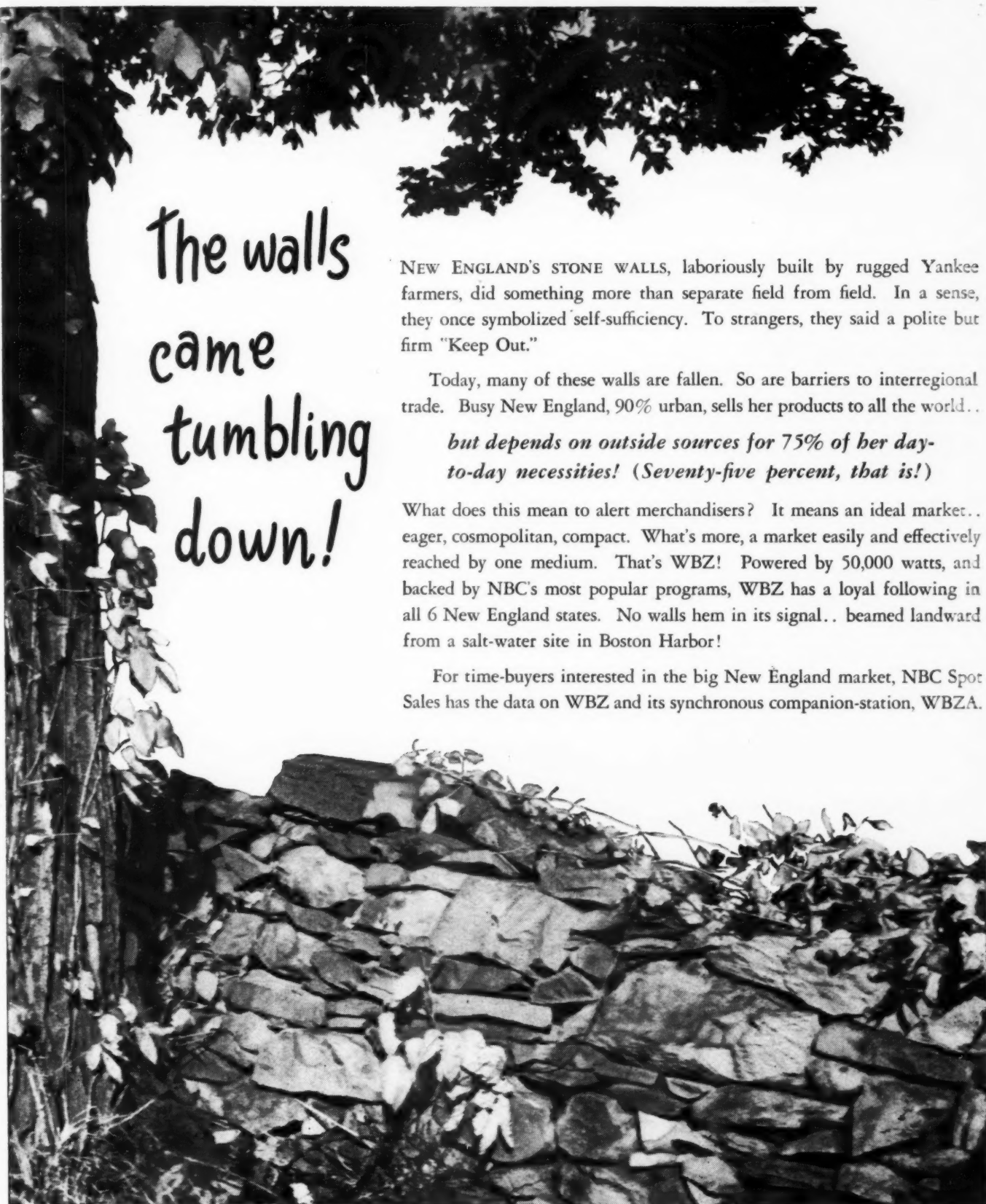
Here's a couplet I had left over:  
John L. Lewis—  
Out to do us!

Slogan for an old, established weekly of Williamsport, Pa.; "It takes Grit."

T. HARRY THOMPSON  
V. P. & Copy Director  
Lamb, Smith & Keen, Inc.

SALES MANAGEMENT





The walls  
came  
tumbling  
down!

NEW ENGLAND'S STONE WALLS, laboriously built by rugged Yankee farmers, did something more than separate field from field. In a sense, they once symbolized self-sufficiency. To strangers, they said a polite but firm "Keep Out."

Today, many of these walls are fallen. So are barriers to interregional trade. Busy New England, 90% urban, sells her products to all the world..

*but depends on outside sources for 75% of her day-to-day necessities! (Seventy-five percent, that is!)*

What does this mean to alert merchandisers? It means an ideal market.. eager, cosmopolitan, compact. What's more, a market easily and effectively reached by one medium. That's WBZ! Powered by 50,000 watts, and backed by NBC's most popular programs, WBZ has a loyal following in all 6 New England states. No walls hem in its signal.. beamed landward from a salt-water site in Boston Harbor!

For time-buyers interested in the big New England market, NBC Spot Sales has the data on WBZ and its synchronous companion-station, WBZA.

**WBZ**  
WBZA  
BOSTON - SPRINGFIELD

**WESTINGHOUSE RADIO STATIONS Inc**

KDKA • WOWO • KEX • KYW • WBZ • WBZA

REPRESENTED NATIONALLY BY NBC SPOT SALES—EXCEPT KEX • KEX REPRESENTED NATIONALLY BY PAUL H. RAYMER CO.  
JULY 1, 1946

[ 27 ]

**SOLID SOUTH . . . eastern  
MASSACHUSETTS**



**with NEW BEDFORD the  
Payground of 5 Counties**

—AND—

**213,000 PEOPLE**

- Over 3¼ Million Dollars Drug Sales—1945
- Over 68½ Million Dollars Retail Sales—1945
- Over 9 Million Dollars General Mdse. Sales—1945
- Over 2½ Million Dollars Food Sales—1945
- Over 127 Million Dollars Effective Buying Income—1945
- Above Figures—Sales Management Survey of Buying Power—1945



**One paper coverage of the  
entire trading territory at  
One Low Advertising rate  
—Daily or Sunday.**

**—HOME & GARDEN—**

One of the regular features of the Sunday Standard-Times. Ask for Copies and Market Data.

**NEW BEDFORD  
4th LARGEST MARKET  
in MASSACHUSETTS**

**NEW  
BEDFORD  
Standard-Times**  
Daily and  
Sunday  
Rep. by Gilman, Nicoll & Ruthman

## Washington Bulletin Board

Readers are invited to submit inquiries on Washington problems to this department. No charge or obligation. Address Washington Bulletin Board, care of SALES MANAGEMENT.

### Need Price—Labor Controls

Would a return of some of the wartime agencies help to eliminate production bottlenecks?

It is generally felt in Washington that production tie-ups must be avoided during the balance of the year and it is pointed out that since many work stoppages on finished goods result from the lack of only few short supplies, this might be corrected.

One difficulty in Washington, however, is the lack of experienced management. While the general Washington employment figure remains at a high level, many of the better workers have left to return to peacetime positions. This, together with the reluctance of Congress to go back to any wartime control measures, has made it hard for Washington to take the necessary steps for adjustment.

It seems probable therefore that certain of the agencies will ask for a return of some of the powers which have been taken from them. If such powers were granted on a strictly time limit basis, it is considered by business leaders in the Capital that they might prove advantageous.

### Housing SNAFU

Is the housing program definitely under way now?

The housing situation is far from clear even though the Administration's housing measures have been passed.

Latest move is to grant "super-priorities" on materials, limited to where a stoppage of construction of work would be threatened within 30 days. CPA will also give help on materials supplies by allowing the Federal Public Housing Authority to obtain critical materials under the priority system now in effect.

In the meantime, there is some question as to the acceptance by the veterans of heavily mortgaged houses. Many of them are dissatisfied with considering a lifetime (at least 20 years) of mortgage payments for houses which they may not want in later years. A majority of veterans earn \$40 a week or less, which, added to other increased living costs, makes it hard to plan on carrying the mortgages.

In addition, many are dissatisfied with the type and style of housing offered and its location, often in cheaper districts or in the outskirts.

Despite the vigilance of the Veterans' Administration over-all costs of building are now up almost 50% above prewar levels. When the new housing program gets under way, it may bring prices down somewhat, but if so, veterans who buy now at inflated prices will experience a loss. Based on what happened after the last war, the veterans' associations will be extremely vocal about the matter.

### Demand: Still Dizzy?

Will the present fantastic demand for high-price merchandise continue for long?

While the matter of price controls will probably be settled one way or another by July 1, Washington officials warn that the increasing production of consumer goods in high price ranges may lead to losses.

During the period when all merchandise was in short supply, and while the public possessed excess money, such high-price goods found a market.

But reports from all over the country now indicate that the easy top layer of demand has been removed. Result, especially if and when lower price goods reach the market, may be a price-cutting war.

Some Washington officials believe that under any circumstances, prices will rise between 15% and 25% between now and the year's end. If this occurs, whether OPA continues or not, the high-price goods will benefit because there will not be such a wide margin between them and new goods coming on the market.

### Washington Speaks

How long does Washington expect the seller's market to continue?

Washington opinion is that food prices will rise way out of line this Summer and Fall if OPA controls are released. After that, food prices will level off. Industry will reach full production by next January. In some lines blessed by ample supplies, this will happen sooner.

The sellers' market will collapse by next Spring. By that time, there will be real competition between rival producers.

Duplication of orders will cease soon. Employment will remain high, barring strikes. Workers will live at a higher scale, have more money weekly, the wage rates will be sustained . . . so that this class will buy more, even if prices rise some.

SALES MANAGEMENT

# We Choose Newsweek for Capehart and Farnsworth

**E. A. Nicholas**

President

Farnsworth Television and Radio Corp.

"We choose Newsweek to advertise The Capehart and The Farnsworth phonograph-radios because we have a quality story to tell. Since 1941 when we began to use Newsweek regularly, we have felt this audience particularly receptive to our story. During the war when there were no consumer goods, we offered a series of art portfolios depicting the world's music masterpieces as interpreted for Capehart and Farnsworth by eminent painters. More than a quarter of a million portfolios were distributed, due to the tremendous response, a large proportion of which came from Newsweek readers."



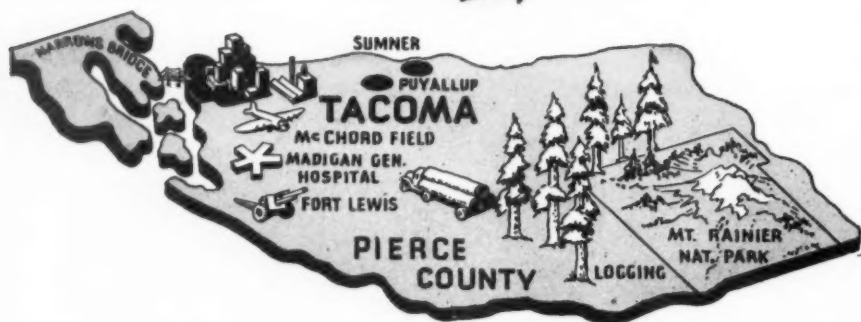
**LEADERSHIP—READERSHIP...**

JULY 1, 1946

[ 29 ]



# Tacoma-Pierce County - - Washington's **2<sup>ND</sup>** Market!



where the Tacoma News Tribune delivers

# 74%

## COVERAGE\*

Tacoma-Pierce County stands second among Washington State counties in population, retail sales, industrial payroll and effective buying income. The Tacoma News Tribune (96% concentrated in the retail trading zone) delivers a 74% coverage of this Second Market area!

The 2nd Tacoma Paper delivers.....	50%
The Seattle Morning Paper delivers.....	11%
The Seattle 1st Evening Paper delivers.....	5%

★ Coverage figures authority: A.B.C. and U.S. Bureau of Census. Market figures authority: Sales Management.

# THE NEWS TRIBUNE

Tacoma 1, Washington

Covering Washington's Second Market

## Foreign Trade Future

What is the outlook for foreign trade?

While much has been said about the increase in export sales which may be expected when the world gets back to normal, or nearly normal trade policies, Washington authorities are cautioning against too much optimism.

Although the opportunities for trade are everywhere, the manner in which it can be financed remains unsettled. With few exceptions, the countries of the world have expended much of whatever surplus they possessed on the recent war, or in recovery after the war.

For the present, only U. S. loans can pay for our exports. If we will import the goods of other countries as they become available, however, our trade can continue on an even keel.

## Lumber Supply Short

We want to build, but we can't get lumber. Are there any signs of easing?

Lumber remains one of the basic materials in short supply. Government reports show that the lumber situation is improving very slowly and it is estimated that the 1946 goal will not be met by at least 10%.

Government agencies set the year's needs at 32 to 33 billion feet, plus another 4 billion feet to start dealer inventories on the way to normal levels.

The Lumber Survey Committee composed of Government and Industry representatives is keeping close watch on the situation but seems to lack any power to adjust it.

## Foreign Purchasing Missions

Will U. S. firms have to continue dealing through the wartime purchasing commissions of foreign countries in order to sell post-war products to those countries?

No. The Government already is moving to restore all such sales activities to normal commercial considerations. The State Department has advised all governments with purchasing missions in the U. S. that they should be terminated by the end of the transition period, and that their operations during the transition period should be limited to procurement of commodities necessary to meet essential civilian requirements for relief and rehabilitation. It is definite U.S. Policy that such state trading agencies "should conduct their trade in accordance with usual commercial considerations."

SALES MANAGEMENT

# Significant Trends

As seen by an editor of SALES MANAGEMENT for the fortnight ending July 1, 1946

## Politics vs. Business

WASHINGTON OBSERVERS SEEM POSITIVE that a coalition of northern Republicans and southern Democrats has been formed to kill Henry Wallace, politically speaking, and that the method chosen is to plunge the knife up to the hilt in the 1947 budget estimate for the Department of Commerce, including an especially severe lopping off of the estimate approved by the Director of the Budget for the Bureau of the Census.

On June 18 the Senate Appropriations Committee slashed \$17,000,000 from the Commerce Department bill which Secretary Wallace proposed to use for a census of business, on the specious argument that "business conditions in the reconversion period are so unsettled that any statistics gathered now would be of little value."

Henry Wallace is a debatable public figure. Like Roosevelt, millions love him; other millions hate and fear him.

Even his administration of the Department of Commerce is debatable. Kiplinger and a few others say he is a flop; on the other side, such a conservative body as the National Association of Manufacturers has applauded his reorganization of the department.

Certainly it is true that under no other Secretary of Commerce, even including Hoover, has so much been planned to aid the distribution side of business. His Under Secretary, Alfred Schindler, who runs the practical details of the department, is a friend of distribution and was for many years the sales manager of the Ralston-Purina Co., St. Louis, Mo.

I bring the subject up because I believe that most of our readers want a *strong* department rather than a weak one, want adequate and reasonably frequent censuses of population, distribution, manufactures. *They* know that business conditions are *always* "unsettled." We never stand still in this country. If we waited for settled business conditions we would *never* have a census.

The head of a department may be here today and gone tomorrow; the *department* goes on and on. Dopesters say that Wallace will not remain in the Cabinet longer than the November elections. At any rate, he will not be there *forever*, and cutting his department probably will not affect his political fortunes one way or the other, since the budget covers the 1947 year. But cutting the department severely will restrict his successor, who might very conceivably be a conservative businessman, and it would certainly hurt the marketing departments of business if they had to go on indefinitely using outmoded census figures, to say nothing of the help being rendered and to be rendered to a greater extent in the future by other parts of the department.

I think you should let your senators and congressman know how you feel about the budget for the Department of Commerce. The proposed budget, as approved by the

Director of the Budget, is not excessively large. That is the opinion of most, if not all, of the marketing men who have looked into the particulars.

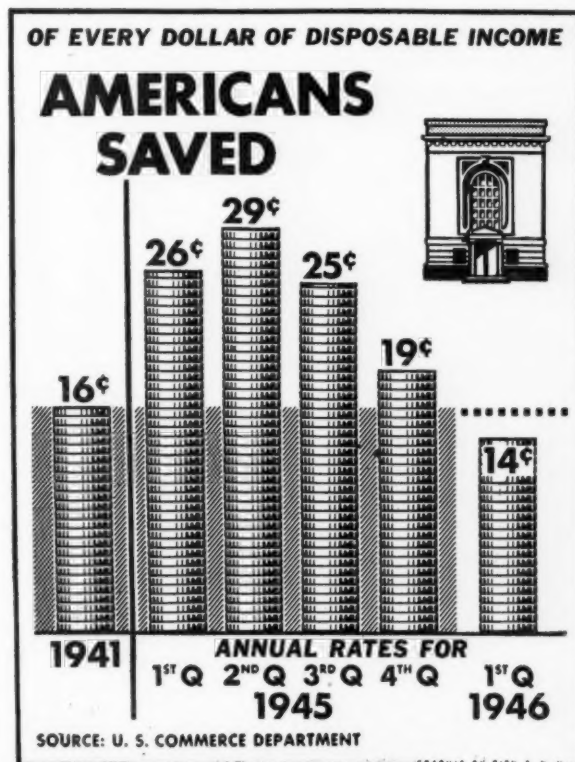
So why not send your representatives in Congress a wire along one of the following lines, depending on how you feel? One such wire might read something like this: "I am so anxious to get rid of Henry Wallace that I don't mind having the budget of the Department of Commerce, including the Bureau of the Census, cut to nothing if that would remove Wallace from the political scene."

The other type of wire might be: "I don't think that the ideas and personalities of Cabinet heads should be considered in preparing future budgets for any department of business. As a businessman I need and want more help from the Department of Commerce, including the funds needed to conduct the proposed 1947 survey of business; consequently, I hope you will vote for the appropriation as approved by the Director of the Budget."

## If Everything Is Going to Hell

WE LIKE SO MUCH A RECENT LETTER from Roy Eastman, of the Eastman Research Organization, that we are going to quote liberally from it. The letter was sent out to publisher prospects of his, but what he says applies just as forcefully to every type of business and the only change we'll make in Roy's paragraphs is to change "publisher" to "businessman."

"Some businessmen are beginning to get jittery over the loss



of billings. That's bad. If they're jittery now, what will they be when the going really gets tough?

"They are trimming budgets, or at least beginning to talk about it. That's all right—there are times when budgets have to be cut. But when that time comes, it's important to remember that budget cutting is a dangerous operation and no task for jittery hands.

"This is the time, in our considered judgment, for the courageous businessman to forge ahead and take no backward step. If the world is going to hell anyway, and business along with it, that won't save you, but at least you will have tried. And if everything is going to hell, there's no sense in making advance reservations. There'll be plenty of room.

"This is the time for the strong man to forge ahead because the weaklings won't; they'll either stand still or slip backwards. Indeed there's no such thing as standing still and the only way to keep up with the procession is to keep ahead of it.

"We believe it is wise in these days to avoid trimming budgets (except for the elimination of needless waste which is always desirable) until it becomes inescapable. If for no other reason that every budget cut anyone makes serves to accelerate deflation. "Sacrifice earnings? Yes, if need be, rather than jeopardize future position."

What Roy Eastman says is particularly applicable to the promotion budgets of your company.

## U. S. Will Pay Promotion Bills

AS WILL BE DEMONSTRATED in a Marketing Pictograph in our issue of July 15, the "recapture clause" in the tax law should provide an indefinite continuation of prosperity for business. The clause enables a company to balance its losses in any year by recapturing from the Treasury taxes paid out against past profits or owed on anticipated ones.

Here is the way it works out—the example was prepared for SM by Mr. J. K. Lasser, the distinguished tax accountant. If, to take an example, you have an excess profits credit of \$500,000 in 1946:

If your income (or loss) is in the following in 1946	You will get back the following from Uncle Sam
\$500,000	None
250,000	\$113,750
0	227,500
— 350,000	408,500
— 650,000	610,500

The unused credit carryback was retained in the tax structure to encourage and facilitate conversion. There are therefore adequate funds available for sound, consistent SELLING, ADVERTISING and PROMOTION.

Your own tax lawyer can give you the details as they would apply to your own profits picture. The point to remember is this: *Uncle Sam is making it easy for you to spend sound promotion dollars today, even though you do not get them back with interest for another year or so.*

## Take a Cold Look at Demand

CONSUMER RESISTANCE TO HIGH PRICES is gaining, but tends to be offset by increasing opportunities to buy goods which have been off the market for the past several years. Consequently, retail volume continues to run well above last year. The latest Dun and Bradstreet report—for the week ending June 14—says volume is 22 to 26% above that of the corresponding week a year ago.

[ 3 6 ]

But it is definitely true that a drastic deflation of orders on manufacturers' books is in the making. During the next few months this reshuffling process will make it particularly difficult to gauge business prospects. Usually reliable indicators will prove treacherous. For example, you will have to face the paradox that as business gets better, new order indexes may decline instead of increasing as they ordinarily do in a boom period. *Duplicated* business will decline as orders are cancelled by buyers or by prudent suppliers who take the fantasy out of their order backlogs, but *unduplicated* new business may rise.

As a seller the time has come to go through the order backlog with a fine-tooth comb and shake out all evidence of phony demand. Many buyers have kited actual needs 100 and 200%.

## Salesmen and Unions

THE DRUG TRADE SALESMEN'S UNION (CIO) may have secured a toe-hold in the sales organization of Abbott Laboratories, Inc., under a recent decision by the National Labor Relations Board. Whether the union will be the bargaining unit is still doubtful. A directed election ended in a tie with one ballot challenged.

In the setup of this company the sales force in New York City is divided into four districts under supervision of the New York branch office. The company wanted the N.L.R.B. to set up an inclusive bargaining unit made up of the salesmen of all four districts in the New York branch, but the board supported the union's position that the bargaining unit should consist exclusively of the sales representatives of one of the districts in which the union was solely interested at the moment.

The union wanted to limit the bargaining unit to this one district because it was certain of a majority in this smaller group. Here are the factors which influenced the ruling of the board: 1. The unionized sales representatives work within the New York metropolitan area, and rarely make overnight trips. 2. Salesmen in the other three New York districts do considerable traveling at company expense and are away from home for several days running. 3. Each district is separately managed by a sales manager who exercises no supervision over the salesmen in other districts. 4. District jobs are first filled by salesmen within the district. 5. Sales promotion and sales competitions are set up within districts. 6. There is almost no transfer of salesmen from one district to another in the New York branch. On these facts the board held that there was no integrated sales organization.

One company recently sought to have managers excluded from a bargaining unit, but the board included managers and assistant managers because of the limited nature of their authority and responsibility. The board also noted that they were paid on a salary basis, like their subordinates, and received vacations based on length of service rather than on the job itself.

This experience highlights the importance of *job delineation*. It may be possible, by delegating enough supervisory authority, to place a person of the sales staff in the supervisory category, thus cutting down the size of any bargaining unit. That's a sword that cuts two ways, however, for the exclusion of *some* sales personnel close to the supervisory category may make it possible for the union to win a majority.

PHILIP SALISBURY  
SALES MANAGEMENT





# Chevrolet Opens All Throttles on Training; Girds for Competition

BY  
D. G.  
BAIRD



Even though buyers are crying for cars today, Chevrolet has inaugurated what is probably one of the most comprehensive sales education programs ever sponsored. It's organized to the hilt, and it makes use of a full range of tools to speed the learning process.

ONE of the most extensive training programs ever undertaken in the automobile industry has been inaugurated by Chevrolet Motor Division of General Motors to refresh its field forces and to prepare them for a post-war campaign which is expected to set new records in all departments.

Designed to acquaint the entire field staff with all of the latest developments in the industry and to instruct them in the most modern technique of automobile merchandising and distribution, the new course is the product of the combined talents of literally scores of specialists and employs a full kit of new training tools.

There is a manual which contains 1,293 pages and 140 supplementary sheets; 11 supplementary manuals containing a total of 1,178 pages, four motion pictures, 16 slide films, 1,766 colored lantern slides, 58 turnover charts which contain a total of 2,000 pages, 40 banners, 449 "flats" (40"x60" posters), a couple of maps, and a playlet performed by professional actors are among the properties. In addition, 28 mechanical devices are used as well as 85 special displays containing 376 pieces.

The conferences are being held in a specially designed conference room, with tables for each student, a speaker's platform, special lighting, projection equipment, a stage crew and

**TOM KEATING SAYS:** Mr. Keating, (upper left) Chevrolet's general sales manager, opens the first Field Management Conference, while R. W. Donovan, assistant manager, Business Management Department, fills in many of the profit details.

special equipment for presenting the many exhibits.

Plans for the conferences were made many months ago and were implemented by means of an exceptionally thorough and systematic procedure. The scope and general outline of the program having been agreed upon by top management, T. H. Keating, general sales manager, appointed G. I. Smith, assistant general sales manager, director, with T. O. McLaughlin, director of the Central Office School, as coordinator. Each department head then was asked to outline what he wanted in the course before any part of the manual was written.

These outlines were then approved by both Mr. Keating and Mr. Smith.

Each department prepared its copy, and Mr. McLaughlin and his staff compiled the manual. W. E. Fish and T. F. Brown, assistant general sales managers, are also assisting in the management of the school.

Approximately 60 specialists, ranging from assistant department heads to vice-presidents of GM divisions, were assigned to the faculty. Upwards of 250 people participated in preparation of the material. Motion pictures, slide films, lantern slides, and other exhibits were prepared. The entire program was outlined, timed, and cued. Then it was rehearsed, like the stage presentation which, in fact, it is.

The present series of conferences began in March and is expected to continue into November. Field men are brought to Detroit in groups and each group participates in a 10-day conference. There is a one-week interval between many of the conferences to give the faculty members time to catch up with their routine duties. The number of men attending the conferences ranges from 37 to 54, with a total of more than 600 for the

and district managers. The latter were divided into five groups because they number some 250 men.

Sessions are held morning and afternoon, with regular recess periods for relaxation and time out for lunch. As previously stated, the entire program is timed. A bell rings at the beginning and end of each period, and the schedule is always observed.

At the beginning of each conference, every member is given a large, loose-leaf binder with table of contents and tab index; then he receives written copy of each session and fills his binder as the course proceeds. This accumulation of material constitutes the manual. It is expected that the members will review the material from day to day as they receive it, at a time when the oral and visual presentations are still fresh in mind. This probably is preferable to handing them a complete manual of more than 1,000 pages and expecting them to review it, to say nothing of the supplementary manuals which total more than 1,000 pages.

Oral presentations are supplemented

truck business to the dealers. The slide film presented the complete line of Chevrolet trucks for 1946, while the lantern slides visualized such features as selecting the right truck, engine performance, equipment to increase truck sales, and other truck selling helps.

The conference on parts and accessories viewed one sound film, entitled, "Phonetiquette" (courtesy over the 'phone) and a series of lantern slides which depicted the growth of this phase of the business, sales opportunities, merchandise activities, modern facilities, management, and a summary and list of objectives for 1946 and 1947.

### Advertising Conference

The conference on advertising also used one motion picture of the All-American Soap Box Derby as well as slides including the Chevrolet Advertising Dealer Questionnaire, The Campbell-Ewald Company's facilities and personnel (Chevrolet's advertising agency), exhibits of forthcoming Chevrolet ads, Chevrolet advertising media, and the Chevrolet truck advertising campaign.

Several glass slides were used to portray features of the national fleet business. Included were the background and evolution of the Fleet Sales Division and GM's participation in the fleet market, sales development and product distribution, and duties and responsibilities of Chevrolet zone fleet managers.

When they complete the course and return to the field, zone managers and district managers will begin conducting courses for groups of dealers. There probably will be between 200 and 300 such schools which will be attended by upwards of 8,000 dealers. These schools will be brief, however, most of them lasting only two or three days.

The Field Management Conferences at Detroit are being held in two entire floors which Chevrolet has completely renovated and equipped for permanent use for educational purposes. There are two auditoriums, one on each floor, each equipped with a stage, projection booth, drapes, special lighting, tables, chairs, display facilities, and other properties. There is also a property room, together with a shop where most of the "props" are made. For this purpose, Chevrolet regularly employs artists, draftsmen, electricians, carpenters, and other craftsmen. It also employs a regular stage crew. Of course these artisans do not devote their full time to the school; they make "props" for all manner of purposes and occasions.



**SCHOOLMASTERS:** Chevrolet's regional and zone managers were the first to receive training from 60 specialists, ranging from department heads to G. M. vice-presidents.

14 conferenced so far scheduled.

The first group comprised regional and zone managers. Following this the central office department heads themselves took the course. This they did because, while each is a specialist in his particular field, he is not necessarily familiar with all of the latest developments in related fields.

The second group consisted of assistant regional managers, city managers, and assistant zone managers. These were followed, in turn, by assistant zone managers, zone business managers, zone service managers, zone truck managers, zone sales promotion managers, zone service representatives,

by an exceptional number and variety of visual events. In the Business Management conference, for example, one slide film and many colored lantern slides were used. On sales promotion, a playlet entitled, "Help Needed," was presented by professional actors, to portray retail selling in a dealership in 1941, the present, and late 1946, emphasizing the need of building a retail selling organization.

In the truck conference, seven motion pictures, one slide film, and a series of lantern slides were shown. Six of the motion pictures pertained to construction and operating details of Chevrolet trucks, while the seventh concerned the value of Chevrolet

## Johnson Gets AMA Award; Prescott Cited for 1945 Survey of Buying Power



"FOR EXCEPTIONAL ACHIEVEMENT . . ."  
A. H. Johnson (above), J. Walter Thompson's director of media and research, is first to receive the new American Marketing Award. The winning work: a penetrating analysis titled, "57,000,000 Jobs." Ray B. Prescott, SM's own director of research, won a citation for his part in planning the Survey of Buying Power.

Arno H. Johnson, Director of Media and Research, the J. Walter Thompson Co., New York City, is the first winner of the Annual American Marketing Award for Leadership in Marketing, to be given each year by the New York Chapter of the American Marketing Association. Ray B. Prescott, Director of Research, SALES MANAGEMENT, was presented a Meritorious Service Citation.

The awards were announced at a June 26 luncheon in the Grand Ballroom of the Hotel Commodore, New York City, where Henry A. Wallace, Secretary of the Department of Commerce, was the speaker.

The A.M.A. Awards were based on "exceptional achievement or outstanding performance and accomplishment in originating or developing marketing techniques and/or applying effectively principles of marketing relating to any or all parts and methods of distribution from producer to ultimate consumer." Entries were limited to achievements during the calendar year 1945.

Arno Johnson's winning contribution was his penetrating analysis, "57,000,000 Jobs," which has been given in illustrated talks before groups of general business men, marketing executives and business men from coast to coast, by request to the Mackinac Island Governors' Conference, and read in pamphlet form by thousands.

Ray B. Prescott's special citation was for his part

in planning and executing the 1945 edition of SALES MANAGEMENT's Survey of Buying Power, considered by the Judges to be the most widely used continuing study of community sales and income.

Meritorious Service Citations were granted to seven others for outstanding contributions. They were: Don C. Mitchell, President, Sylvania Electric Products Co.; Dr. Vergil D. Reed, Associate Director of Research, the J. Walter Thompson Co.; Richard D. Crisp, Sales Analyst, S. C. Johnson & Son, Inc.; Thomas MacGowan, Manager, Marketing Research Division, Firestone Tire and Rubber Co.; Everett R. Smith, Research Director, Macfadden Publications; Alfred Politz, Alfred Politz Research; Alexander O. Stanley, Manager, Foreign Sales and Research Department, Dun and Bradstreet, Inc.

The contribution of each winner had to measure up against a three part ideal devised by the Board of Judges. It must tend to advance the science of marketing, serve a definite and positive need, and clarify a marketing problem and/or lead to a new concept in marketing.

The board of nine judges included representatives from the National Federation of Sales Executives, Association of National Advertisers, American Association of Advertising Agencies, the national American Marketing Association, past presidents of the New York Chapter, marketing teachers, media, groups, and "others."



**YOUNG MAN'S IDEA . . .** With less fuss than a family out for a Sunday drive, 39-year-old Justin W. Dart, president, United-Rexall Drug Co., moved his entire headquarters from Boston to Los Angeles . . . by air! Dart reasons that the air age eliminates geography . . . that he can put together a better management team in California, cradle of many new merchandising ideas—the super-market, for instance. At Northwestern U., six-foot, 200-pound Dart was All-Conference guard. At Walgreen Drug, Chicago, he began as stock clerk, rose to general manager. He joined United in 1941—was president two years later. At 39 he's the "old man." Dart is an amateur flier, was a director of United Air Lines at 33. His other hobbies are varied: swimming, tennis, squash, handball. The story of one of his currently big projects—a plan for helping independent druggists modernize their stores and streamline retail management methods—was reported in *Sales Management* for June 15, 1946.



## THEY'RE IN



"THE GRAND OLD LADY . . . at N. W. Ayer & Son, Inc.," is what they call Bj Kidd—simply because she's hung her hat on their peg for nigh onto 15 years. She's this year's winner of the coveted Josephine Snapp Award to the country's outstanding advertising woman. Bj who's called that by her friends and on the jacket of her first and recent book (*Just Like a Woman*) signs her checks Betty Jane Kidd, and draws her salary under Mrs. Elizabeth Kidd. At Ayer she's assistant copy director, supervises some 35 accounts which run the gamut, literally, from soup to nuts. Her book gives the lowdown on women and their care and feeding by the male. If you cater to a woman's market, you'd better investigate. She lives in an old house—not ancient enough to be Colonial, not new enough to boast sunken tubs. There she maintains a pack of dogs and a store-full of antiques. This, she says, keeps her life interesting.

SALES MANAGEMENT



## THE NEWS

**BATON-WAVER . . .** When M. A. Williamson, who's the new president of Associated Business Papers, was a Hoosier schoolboy, he was elected drum-major—he's still called "Maje," even by the office boy. He took his chemical engineering degree from Tri-State College, then spent 10 years with sales department of Norton Co., abrasives manufacturer. A 26-year man with The McGraw-Hill Publishing Co., he started as a Chem and Met salesman, rose to publisher. He launched Food Industries, and acted as publisher of Textile World.

**BRIGHT YOUNG MAN . . .** Charles Luckman has just been named president of Lever Brothers Co.—which will surprise no one. For 10 years, young (37) Charlie Luckman has been causing double-takes in industry for his brilliant coups. He's the boy who turned an annual loss for Pepsodent—during his 10 years as an executive there—into a success bonanza; upped Pepsodent from fifth to first place. He's also the gentleman who took the unknown, unloved Bob Hope and, via the Pepsodent program, put him where he is today. For these, and other accomplishments, the U. S. Junior Chamber of Commerce last year named Luckman one of the 10 outstanding young men in America. Native of Kansas City, he studied architecture at the U. of Illinois, married a fellow-student two days before he graduated. It was mid-depression—architects were going begging. To support his bride, Charlie began selling soap—got so lathered up he could never make it back to architecture. In jog-quick time he jumped from local salesman to head of a six-state district. The rest is History. His name makes news pages regularly.

JULY 1, 1946

**THE SLOW DOWN . . .** That's how Harry Boyd Brown describes his new job as president of Good House Stores, Inc., Philadelphia appliance dealers. When H. B. B. retired after 18 years as Philco Corporation's merchandising manager, he couldn't just stop . . . At Philco, he gave over 100 talks a year . . . traveled 140,000 miles annually, and became a familiar face to appliance people in 48 states and towns over 35,000. "The Philco publicity people once figured that I've made over 1,500 speeches—at 30 minutes each—that's 7,000,000 words," he says. Before his stint with Philco, H. B. B. was in charge of Sears-Roebuck advertising, was advertising manager for Eureka Vacuum Cleaner, merchandising counsel for public utilities . . . he has done theatrical publicity. What's his hobby? Strictly speaking, it's golf, but it's a good direct-mail promotion piece that puts the gleam in his eyes. His latest opus—the first for Good House—is the booklet "A Retail Outlet Tells the Manufacturer About Itself!" It pulled merchandise for GH's five stores and for their eager, appliance-starved customers.



# "Tool Owners Union" Calls Americans To Battle Against Pressure Groups

Organized by spontaneous combustion, this new "Union" seeks its membership among the 50,000,000 persons who, through ownership of life insurance, stock and bonds, are the real "tool owners" of the U. S. A. They will give organized expression to the idea that the primary right of bargaining must be safeguarded by tool owners and tool users alike. The movement is spreading like wildfire.

**F**OR the avowed purpose of working in the interests of the "Forgotten Man" in strikes, shortages, and periods of inflation, a decidedly new type of union is reaching into many parts of the Nation from its headquarters in Lexington, Mass., scene of the first fighting in the Revolutionary War.

Through force, rather than by his own choice, Allen W. Rucker, nationally known sales, marketing and management consultant, is No. 1 man of the new organization. A resident of historic Lexington, he is president of the Eddy-Rucker-Nickels Co., Cambridge, Mass., and author of numerous books and pamphlets on efficient sales and management procedure.

## Open to Thrifty Citizens

The organization's name is Tool Owners Union. Odd? Not when you know the background. It is open to white collar workers, professional men, teachers, little business men—in fact to any American citizen who owns even a dollar's worth of savings, property or investments, including labor union men and business executives (as individuals but not as officials.)

The only exceptions are officers and employees of organizations hostile to the union's purposes, and elected and appointed Federal, state, and city (not town) officials.

The Nation's thrifty people, leaders of the union point out, number some 50,000,000 persons who are really the *tool owners* of the country. Their savings, their life insurance premiums, their stocks and bonds, etc., provide the *tools* (land, buildings, machinery) used by industry and business.

"In the war years," states Mr. Rucker, "a great many of these tools became worn out or obsolete. Unless they are replaced, the Nation cannot possibly prosper for any length of time. And who must replace them? The thrifty Americans who provided them in the first place.

"But the Nation's thrifty people

cannot do this," he adds, "if their life savings, their prosperity and their futures continue to be endangered by unbridled and irresponsible leaders of minority pressure groups. Therefore, to cope with the situation successfully, we must organize thrifty Americans in numbers, overwhelming numbers, to demand that the primary right of bargaining be safeguarded for everyone, tool owners and tool users alike. Politicians and minority groups heed only numbers.

"There is someone who is a more powerful protector than any one—and that is every one of us, thinking, speaking, and acting together to counsel our Government."

Consequently, the union's membership goal calls for obtaining not merely thousands of members, or even hundreds of thousands, but millions. It plans by organizing locally and by state, region, and nationally to get action that will cause Congress, state legislatures and administrative officials of Federal and state governments to give due consideration to the "For-

gotten Man," and "restore the balance" in the Nation.

Actually started only a few weeks ago (A great deal of time and effort was put into ground work.), the union has already received thousands upon thousands of requests for membership, coming from practically every state in the country. Many of the requests have been accompanied by membership fees and contributions. A constantly broadening advertising campaign is bringing new thousands of applications and inquiries almost daily.

Going back a bit, Mr. Rucker predicted over radio station WCOP, Boston, last December, that the wave of strikes, shortage of goods and inflationary tendencies sweeping the country would lead to the formation of a Tool Owners Union in the interests of the "Forgotten Man."

Listeners took it upon themselves to distribute 5,000 copies of this talk. Mr. Rucker got a deluge of letters, telephone calls and telegrams: "Great idea!" they said in summary. "Start it yourself! We'll stand behind you."

About a month later Mr. Rucker decided to try out the idea of his fellow townsmen. He ran a full-page advertisement in the Lexington *Minute-Man*, a weekly newspaper. This outlined the theory behind the suggested Tool Owners Union, and added, in part:

"... What shall be done about it? I am taking this page to make an informal 'Public Opinion' poll and



WHEN IT RAINS IT POURS: Full-page advertisements, set in small type, produced a deluge of inquiries and contributions to Allen W. Rucker, the union's founder.

SALES MANAGEMENT



would like your considered, thoughtful opinion.

"Should there be an organization, say a National Tool Owners Union, composed of people with savings bank accounts, life insurance policies and direct interests in some form of business? Should they, too, raise a voice in preserving freedom of bargaining, in safeguarding the right to payments for the use of tools, and in promoting a return to production and prosperity in this country? I would appreciate your opinion."

He got it quickly. Readers obtained 15,000 reprints of this article-advertisement and a similar one which followed two weeks afterward and sent them to friends in many parts of the country. A flood of communications arrived, strongly commending the idea and nominating Mr. Rucker as president of the union.

Still desiring to proceed cautiously, he went to New York City and sounded out a group of prominent economists, business leaders and editors at a luncheon meeting. The enthusiastic reception the idea received convinced him he should go ahead with the project.

### Non-Profit Organization

The Tool Owners Union was organized as a non-profit, non-stock, non-partisan corporation, directly managed by a Board of Founders, counseled by a National Advisory Committee and audited by certified public accountants. Mr. Rucker was chosen president and the treasurer elected was Philip M. Clark, prominent Lexington resident, former member of the Board of Selectmen, and a trustee for individuals. He was a commander in the U. S. Navy during World War II and also served in World War I.

The Board of Founders is composed of Mr. Rucker, Fred H. Nickels, vice-president, Eddy-Rucker-Nickels Co.; R. E. Desvernine, prominent New York attorney and member of the bar of the national Supreme Court, and Richard Stanton Rimanoczy, New York economist and Cincinnati-born son of a Polish nobleman. Others will be added soon.

The National Advisory Committee is now being formed and will include prominent economists, labor relations experts, editors, writers, and speakers as well as educational authorities.

After organizing a nucleus of a staff, Mr. Rucker inserted a third full-page advertisement in the Lexington *Minute-Man*. This announced the formation of the union and bore coupons to fill out for membership: \$1 for regular, \$5 for contributing, and \$10 for supporting. (Three other types of membership have been added since:

JULY 1, 1946

## PRINCIPLES OF ACTION

The Tool Owners Union has set up a definite code of action. It is:

WHEREAS, tools of production are the very foundation of America's strength and material welfare; and

WHEREAS, without these tools, workers could produce hardly enough to exist; and

WHEREAS, these tools come into being, are renewed, and added to only through the thrift and self-denial of some 50 million individuals; and

WHEREAS, the fundamental human right of bargaining belongs to the tool owners (who provide the mechanical energy of production) quite as much as it belongs to the tool users (who provide the human energy of production); and

WHEREAS, it has for many years been the persistent policy of Government to violate this right and to discriminate against these 50 million unorganized tool owners in order to attract the political support of the leaders of organized tool users; and

WHEREAS, this Government policy has undermined the fundamental human right of the tool owners to receive payment for the use and renewal of the tools, has discouraged additions to the tools, and has obstructed the growth of production to the detriment of all; therefore

### Be It Resolved

1. That the 50 million tool owners organize for the purpose of regaining equality before the law, reasserting their fundamental human right to enjoy the fruits of their labor and self-denial, and re-establishing their position as the primary source of the workers' productivity and prosperity; and

2. That for the attainment of these objectives, the organized tool owners engage in such action as is appropriate to the protection and advancement of their prosperity.

3. That such action be applied to all political parties alike and that the fundamental soundness and fairness of the tool owners' position be impressed upon candidates regardless of political affiliation.

4. That such action is in the primary interest of the Nation, of the people in general, and of the workers in particular.

sustaining \$50, subscribing \$100, life \$1,000.) Thousands of copies of this advertisement also were distributed widely. Memberships and contributions began to flow in.

The officers of the union decided to go "big time," to hasten the growth of the organization to a point where it could start actual work in the interests

of the "Forgotten Man." At intervals of a week, full-page advertisements were placed in the *New York Herald-Tribune*, *The New York Times*, *Boston Herald-Traveler*, *New York Sun*, *The Evening Bulletin* (Philadelphia). In all instances the advertising proved self-financing from contributions and memberships of people who responded

to it. And now plans are already well under way to extend the advertising into 15 strategic cities, as rapidly as the office staff and facilities can be expanded to handle the response.

While this advertising was appearing things *really* began to happen. Naturally, the officers of the union desired strongly to establish Chapter 1 in historic Lexington. More than 600 persons attended a mass meeting in Lexington High School at which the first chapter was launched. As this article is being written, a couple of weeks after the meeting, this chapter was well on its way toward an initial membership of 1,000 persons. The president of the Chapter is A. Randall Soderberg, auditor for the George E. Warren Corp. and affiliated companies.

Meanwhile, more than 400 persons crowded into the ballroom of the

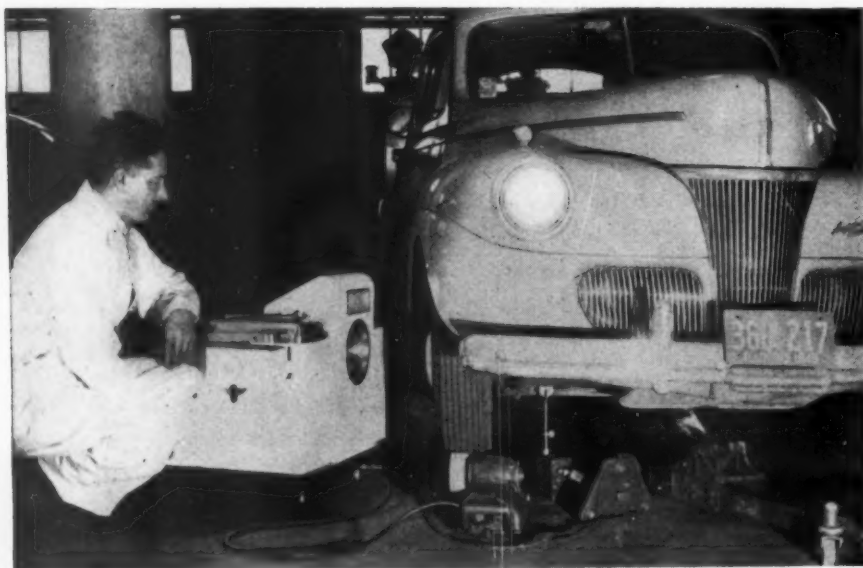
George Washington Hotel, Washington, Pa., to develop a chapter in that city, and the program was broadcast.

All the advertising invited not only membership and support but applications from civic minded citizens for local charters. Result? Calls for charters began coming in from many different cities in widely scattered states. In some of the larger cities two or three different groups asked for them, thus adding to the difficulties of the harassed leaders, for, in forming local chapters, the union has adopted a strict policy of taking great care to have leadership comprising American citizens of good credit rating and local reputation and with records for effective civic leadership. Requests for charters were from widely separated places.

The advertisements also offered to

supply mats for reproduction of the copy in smaller local papers. The response has been amazing. For example, the advertisement which appeared in the *New York Herald-Tribune* was reprinted in the *Litchfield* (Conn.) *Enquirer*, the *Englewood* (N.J.) *Press*, the *Washington* (Pa.) *Observer*, and other papers.

"Responses from local newspaper advertising," declared Mr. Rucker, in discussing that phase of the effort, "many times form the nucleus of local chapters and the latter are organized under the direction of Richard S. McCabe, executive field secretary of the union. He is up against the difficulty of meeting dates in widely separated places, but this will be overcome as the staff is increased. Sales executives particularly are sought as leaders in forming locals in their communities."



ONE-MAN OPERATED: Wheel balancer determines, corrects kinetic and dynamic unbalance.

## Coming Your Way

.....**electronic wheel balancer**, a product of Stewart-Warner Corp., corrects both kinetic (static) and dynamic unbalance without removing the wheels from the body of a car—and at an average time of less than ten minutes per wheel. It is designed for one-man operation. Vibration set up by unbalance is picked up by unit under the axle, transmitting impulse to electronic amplifying device. Dial reading indicates the degree of unbalance and actuates stroboscopic light which indicates point of unbalance. Operator then corrects unbalance by applying corrective weights. Car and truck dealers, tire stores, service stations, fleet owners and other auto-

motive service establishments are expected to find wide use for the product.

.....**new gas discharge flash tube**, which provides instantaneous high intensity light for press, portrait, studio and industrial photography, has been announced by the Electronics Division, Sylvania Electric Products Inc. It also is expected to find many other applications such as in signaling devices — obstruction markers, marine and airway beacons, and airport boundary markers. The tube may be operated in a relatively simple condenser discharge circuit to provide flashes of 1/5000 second duration

with a peak light output of 12 million lumens. Equipment may be designed to operate from portable battery power or directly from 120 volt AC line. The tube, it is claimed, will help to produce clear sharp photographs of difficult objects including animate news subjects and rapidly moving machinery. Several of these new tubes arranged on airport properties and discharged in sequence will light up runways for pilots landing under conditions of low visibility.

.....**keyboard margin control**, latest improvement to appear on the Remington office typewriter, appears certain to receive a warm welcome from persons whose work entails a great deal of typewriting. The new feature brings margin setting where it really should be from the standpoint of convenience. According to Remington Rand, Inc., the operator just positions the carriage, flicks the KMC keys to the right and left, and corresponding margins are set instantly.

.....**mixtite**, an asphalt powder mix, is a low-cost, easy-to-use, water-proofing repair material. It is fire-proof and may be used as a paint, plastic, water-proof coating, caulking compound, catching cement, adhesive, or expansion joint compound. It can be mixed to any consistency by adding any oil solvent (kerosene, turpentine substitute, etc.) Made by Rand-Williams Mfg. Co., Inc., the material is said to keep indefinitely and is not impaired by heat, cold or dampness. Mixtite black is applicable for troweling or painting and Mixtite red and aluminum may be used as paint.

SALES MANAGEMENT



THE NEW AND THE OLD: Colorful new boxes, designed to function as "silent salesmen," replace the familiar green and white Yale boxes (right) which served for 20 years.



Everything was wrong with them—those obsolete containers that lost themselves on the shelf, concealed the identity of their contents, and made no capital of a fine old name. Now there are new packages which go to market researched and tested within an inch of their lives.

## Yale & Towne Discard Mousy Dress For Hardware; Repackage Entire Line

BY TERRY ARMSTRONG

**"A** NACHRONISTIC—colorless — practically impotent as a selling force." That's how The Yale & Towne Manufacturing Co., after prolonged field studies and unbiased analysis, summed up the general packaging situation in the hardware field. As a result of these field studies and an extensive packaging development program, "Yale" locks and related products are beginning to appear on dealers' shelves in eye-catching, colorful new boxes—boxes which have been skillfully designed to:

1. Better identify the product and promote the prestige of the trade name.
2. Help produce more product preference sales (sales inspired by Yale & Towne advertising).
3. Stimulate impulse purchases.

Two solid years of research and experimentation, conducted from Yale & Towne's Stamford, Conn., Division, preceded the introduction of the first of the new revolutionary packages and set the patterns for those to follow. The entire research and development job was directed by Mr. Meade Johnson, marketing manager, whose approach and solution to a sizeable and knotty re-packaging problem reveals a procedure which should prove helpful to others who find themselves with a package modernizing problem.

To help obtain his objective—sturdy packages which would also function as valuable advertising media—Mr. Johnson enlisted the help of the Y & T sales staffs. Thus during the war years when the selling of goods for civilian use was so greatly curtailed, the sales staffs cooperated in

field research in the interest of better packaging for Y & T products.

In order to leave no margin for error in its packaging program Yale & Towne's initial steps included: (1) an exhaustive study of hardware retail outlets; (2) consultation with retailers and distributors in various parts of the country; (3) study of packaging in fields other than hardware.

The study of retail hardware outlets resulted in the practically unanimous conclusion that most all hardware boxing was drab, unimaginative and negative from the viewpoint of having advertising value. It was honestly admitted that even the old, but comparatively attractive green and white Yale boxes which had served for 20 years, were ineffectual—blended too perfectly into the prevalent sombreness of hardware shelves.

It was also noted that the few items—such as insecticides, houseware and paints which were attractively packaged—formed islands of welcome color





COPY ON THE PACKAGES serves to make for the correct initial selection thus helping to minimize the dealer's "returned goods" problem. Other copy on the boxes suggests the purchase of some other Yale & Towne item.

on a consistently dingy background.

Secondly it was found that retailers and wholesalers alike were in almost complete agreement that better packaging could save selling time, up demand and make a real contribution to the swifter turn-over of merchandise.

Lastly, the study of packaging in the food, drug, cosmetic, dry goods and other fields revealed several most valuable pointers which could be profitably applied to the packaging of hardware.

What were the gravest faults in hardware packaging? Most hardware boxes were found to be gray, brown or dingy white and were shelved with their smallest side outward. Copy, for the most part, was confined to pasted-on labels and so sketchy that it defied all but the experienced builders' hardware men to identify and understand the usage of the product contained therein. Only three or four brands carried a picture on the label and that picture was generally produced in muddy colors.

Thus, it was conceded, hardware boxes made a very poor showing beside those of the food, drug or toy industries. The latter, in general, shelved their largest side outward, employed attention-getting colors and all-over design. Illustrations, in most cases, showed the product contained, the product in use. Many packages also were enhanced with slogans and other sales copy.

With the results of their fact-finding activities before them, Mr. Johnson and his associates embarked upon the task to evolve packages which would keep pace with Yale & Towne's

expanding product development program—packages which would function as "silent salesmen" for the traditionally fine Y & T quality and craftsmanship.

To this end they established a veritable packaging clinic. For further study two sections of "test shelving" was set up. One section was filled with hardware boxes, each brand in about the proportion found in retail hardware stores. The other section was devoted to the "shelf display" of outstanding containers of foods, soaps, dry goods, etc. The startling contrast between the ineffectual boxing of hardware and the modern, sales stimulating character of that in other lines clinched the argument for a complete, over-all re-packaging job.

### Retains Family Resemblances

To help determine color selections every possible color and every possible color combination was tried out with poster paints. In addition there was considerable experimentation with a number of theories set forth by members of the sales staffs. One such theory—that a different color be used for each material or finish—was for a time seriously considered until it was decided that such a policy would weaken the family resemblance in Yale packaging. It finally was decided to establish a certain degree of uniformity in all the packages.

The new packages which are swiftly replacing the old green and white Yale boxes on hardware shelves have a basic color of a rich, dark red. Since most hardware is yellow (brass) this color is employed as a second color

wherever its use is appropriate. Silver is the second color used on boxes intended for products which have a silver-like finish. In most cases a clear blue is used as a third color to give prominence to the Yale trade-mark and to outline the product illustration. Black, however, is used for the third color when (1) the product is black and (2) when the product is finished in an unusual color.

Copy on the Yale boxes includes product information and generally a brief selling statement or slogan. For example, the box containing the Y & T 197 Deadlock has printed across its face "It hooks and it holds." Copy on the end flap reads "Two hardened steel bolts lock the door and the jamb together. Brass super pin-tumbler cylinder. Finely finished rustless case. For doors opening inward and outward."

Other copy on the box suggests the purchase of some other Yale item.

Some selling copy also generally appears on the enclosed direction sheets. For instance, the caption for the 042 Night Latch direction sheet reads "You bought a fine lock. Please install it this way."

In addition to serving as a sales aid, the copy on the box is designed to help: (1) make for the correct initial selection; (2) maintain the favorable state of mind which prompted the original purchase; (3) make installation of the hardware easier for the customer. Various tests plainly indicated that this type of copy can do much to minimize the retailer's "returned goods" problem.

The basic package design carries

SALES MANAGEMENT

# In some places it takes a whole new building

We've added a good many telephones in the last six months—something over 1,800,000.

But there's more than that still to be done. In addition to the instruments, we're putting in new switchboards, new cables, even new buildings in some places. For there never was such telephone growth before.

It's the biggest job the Bell System has ever had. But we'll get it done, and in the shortest time possible. We don't like to keep people waiting for telephone service.



BELL TELEPHONE SYSTEM



the trade-mark label in a stripe design along the left edge and the catalog number in a small rectangle in the lower right hand corner, leaving the rest of the space for product identification, illustration and sales slogan.

The advantages of having the trade-mark label in a stripe design are (1) competitive boxes tend toward a horizontal pattern and, (2) the tendency is toward stacking of boxes of the same size, thus a vertical pattern is likely to be maintained (making for a mass display) while a horizontal one is generally broken.

The new Yale & Towne packages

were introduced to the trade in the following manner:

1. A personal letter from Mr. Mark A. Miller, assistant general manager in charge of sales and promotional activities, was sent to the key men in the principal Yale accounts telling them the Yale packaging story. With the letter were these enclosures:

- (a.) A colored photograph of a typical Yale box.
- (b.) A reprint of a four-color, two-page business publication advertisement.
- (c.) A package of three-color seals of the Yale night latch box.

(The seals were supplied so that they might be affixed to letters from Yale & Towne distributors to retail hardware dealers.)

2. All Y & T salesmen were supplied with a kit which contained:

- (a.) Envelopes containing samples of the new Yale packages for distribution to accounts.
- (b.) Blotters carrying a colored illustration of a Yale package.
- (c.) Reprints of business paper advertising announcing the new packages.
- (d.) Copies of Mr. Johnson's "Reference Notes Regarding Yale's New Packaging."

In addition wholesalers' salesmen were furnished with samples of the new boxes and copies of business paper advertisements.

Two-page advertisements in four colors in the hardware publications and a direct mail campaign further heralded this important step forward in hardware packaging.

## Hear that *Hummin'?*



It comes from the mills—the famed woolen and worsted textile mills of Lawrence — where machinery is "hummin'" at a rapid rate to fill a backlog of orders. Already a five year industrial and business boom has been predicted for Lawrence. That "hummin'" is a good sign for you. It means this ninety million dollar market is remaining financially stable, that no reconversion problems hinder you from reaping real sales in Lawrence.



### EAGLE-TRIBUNE

- Read in 95 out of 100 homes
- 82% home delivered
- ABC City Zone Population 128,619
- ABC over 35,000

*Serving hundreds of national advertisers*

**The EAGLE-TRIBUNE**  
**LAWRENCE, MASSACHUSETTS**  
WARD-GRIFFITH CO. - NATIONAL REPRESENTATIVES

## Make These Corrections In Your "Survey of Buying Power"

SORRY—a few more corrections in addition to errors on 18 pages which were outlined on page 112 of the June 15 issue.

- P. 116 Wholesale Sales, SM Estimates (Ranking of 200 leading cities)  
Newark, N. J.: 805,180 Rank 21  
Houston, Tex.: Rank 20  
Vermont County Data
- P. 228 Washington: Effective Buying Income Gross, 48,722  
Rhode Island County Data
- P. 232 Kent: Effective Buying Income Gross, 56,199  
Illinois County Data
- P. 274 Rock Island: General Merchandise, 13,460  
Michigan County Data
- P. 282 Wayne: Gross Farm Dollars, 10,077  
Virginia County Data
- P. 321 Prince George: Effective Buying Income Gross, 16,915  
North Carolina County Data
- P. 326 Forsyth: Effective Buying Income Gross, 135,357  
Guilford: Gross Farm Dollars, 16,344
- P. 330 Wilson: Gross Farm Dollars, 23,834  
Florida County Data
- P. 342 Holmes: Gross Farm Dollars, 3,550  
Texas County Data
- P. 386 Sherman: Gross Farm Dollars, 1,582

SALES MANAGEMENT



# OKLAHOMA'S NO. 1 MARKET

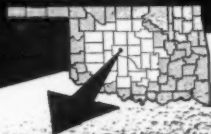
(with 209,554\* families owning automobiles)

*is opened by . . .*

Oklahoma's No. 1 Newspapers

**THE DAILY OKLAHOMAN  
OKLAHOMA CITY TIMES**

With 205,291\* Daily  
and 177,958\* Sunday  
Circulation to Prove It!



\*Market data from Sales Management, 1945, survey of buying power for this 26-county ABC trading area of Oklahoma City... Circulation figures: Publishers statement for six months ending March 31, 1946.

THE OKLAHOMA PUBLISHING CO.: THE FARMER-STOCKMAN WKY, OKLAHOMA CITY — KFOR, COLORADO SPRINGS KLZ, DENVER (UNDER AFFILIATED MANAGEMENT) REPRESENTED NATIONALLY BY THE KATZ AGENCY, INC.

## Top Executives: Serve Your Country!

**"T**OP executives need to know Government better. Government needs top business executives more and more gravely. This two-way need is today a great national necessity. So I strongly urge able, experienced men of management to accept . . . yes, even to seek . . . opportunities to serve out the rest of their active lives on the staffs of various Departments and agencies in Washington, or the new agencies of the United Nations. They will know the satisfaction of serving their country . . . as truly as men did in wartime. Their country needs and wants them."

It is William L. Batt talking to you . . . black-haired, shaggy-browed, dynamic "Bill" Batt, president of SKF Industries, Inc., retiring chairman of American Management Association, and—even more to the point in view of what he's saying—vice-chairman of War Production Board and now chairman of the Inter-Agency Committee on Rubber with six years of wartime Government service in Washington and elsewhere behind him.

"But, Mr. Batt," queried your SM man, "top executives all over the country have told me that nearly every business big shot—except you—who goes to Washington gets 'Washington virus' in him as soon as he's been there a few months; that he appears to lose his good, sound business judgment; that he seems to turn 'pink.' What *is* this 'Washington virus'?"

"I'll tell you what it is," replies Mr. Batt, bristling in defense of a long line of business chiefs he's seen go to the Capital since 1940 to work harder and longer hours than some of them ever worked before in their lives. "It's what a man gets who has been working for his country in Washington long enough to broaden his viewpoint, to get a better understanding of how and why his Government functions, to gain a new respect for long-range planning. These men rise above the provincialism that marks the thinking of so many executives who may be masters of their own businesses and leaders of their own industries but who simply never before learned to think of the welfare of *all* the people. That's the way they *have* to think in Washington. It's an inspiring experience for any man, no matter what 'they say' about him.

[ 50 ]



WILLIAM L. BATT

"The trend is more and more toward a closer integration of business and industry with Government. I have no doubt that this condition will grow regardless of party. But if top business is indifferent to the opportunity, men of lesser abilities will write the ticket.

"You have heard the President recently indicate his regret that it is so hard to get the right kind of men out of business life to work in Government. I don't think this is because men are afraid they'll be condemned for catching 'Washington virus.' Rather it's because of the demands of their own business connections, of their home ties, and because many find it impossible to give up their present salaries for the lower income offered by Government. This problem of compensation will be at least partly solved if, as I hope, the level of Government salaries in policy-making jobs is substantially raised.

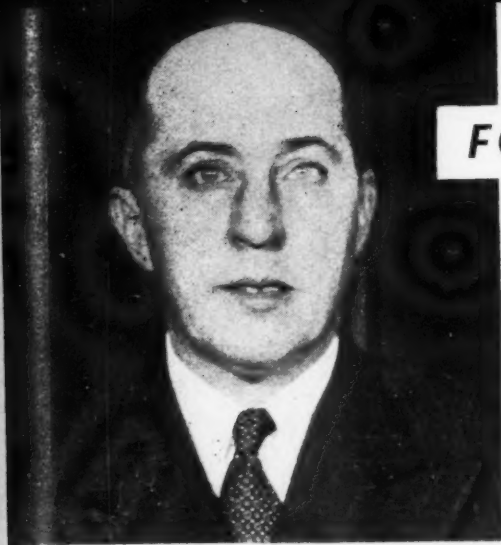
"But two other things can be done about it, too:

"1. Instead of putting full-time men on the old familiar '\$1-a-year' basis, they should receive a Government salary while their companies make up the difference.

"2. In appropriate instances the retirement policies of corporations should be changed. *Many companies can advance the normal retirement age of key executives by five or ten years.* Such men can then afford to devote their talents and energies to public service. It is of vital interest to the Nation that means shall be found quickly to encourage more such men to serve."

SALES MANAGEMENT

## FOREFRONT OPINION



A. C. BUEHLER

### Pet Peeve Page

Here are two executives who heartily dislike: (1.) Too much planning that delays action; (2.) Too little action when there's "nothing to sell." They tell you what they're doing about it.



HAROLD W. HIRTH

### Too Many Surveys? Damn The Torpedoes!

"I THINK one of the greatest weaknesses of large modern corporations is that they talk, talk, talk; survey, survey, and survey; hold conferences, conferences, and conferences. They survey themselves almost to death trying to foresee obstacles. It becomes confusing and wastes too much time. Farragut had the right idea when he said: 'Damn the torpedoes. Go ahead!'"

Now you are listening to hair-trigger A. C. Buehler, president of Victor Adding Machine Co.; once known as "the 95-lb. halfback" who earned his place on a team because he was—and still is—a quick starter. His pet peeve is delay. He got a 70-million-dollar wartime bomb-sight contract in one afternoon—though his mechanics had never even seen a bombsight—largely because *he* was ready and willing to start work the next morning and learn as he went along while other bidders all wanted to make extensive surveys.

"I don't mean that a business executive should go off half-cocked," he told SM. "He needs information, of course; but too much information is liable to be a handicap. Usually a few facts are all that are needed to make a decision. Too many men with too many ideas about some new enterprise can ruin a perfectly good plan.

"That nearly happened to us once. We had plans for a \$125 item that fitted right into our line. But we had to make at least 12,000 of them a year to justify the venture. How many could we expect to sell? One expert after another made a survey for us. They used all sorts of 'factors.' Came up with all sorts of figures—all under 12,000. They nearly 'expeted' us out of a good business. But we went ahead . . . and sold plenty . . . just because we relied on common sense and drive.

"It seems to me selling is also handicapped by 'too much book.' There's a tendency to do it the hard way. Training sometimes staggers men with its detail. A salesman has to know his product and what it will do for the buyer. It doesn't take long to give him those facts. After that, selling is largely a matter of finding a man who will buy one. When you find a man who will buy 10, you sell 10 times as many."

### Nothing to Sell? You Can Always Sell Ideas!

THERE is a smart sales chief in Milwaukee who believes there's always good selling to be done even when "there's nothing to sell." He is chunky, hard-thinking, placid-mannered Harold W. Hirth, general sales manager for that veteran wholesale house, Frankfurth Hardware Co., and president of the Milwaukee Sales Managers Club. This is what he told your SM listener the other day:

"It seems to me there's a great and common fallacy abroad. In times of high demand and low supply—as today and during the war—you always hear of salesmen staying out of sight to avoid saying 'No' to customers. That's my pet peeve. I hate to hear of it. I believe you can always sell service *and* ideas and do it on a profit basis whether you are short of product or not.

"During the war when salesmen were completely disappearing from the road, or maybe calling twice a year to shake empty hands and talk trouble, every one of *our* men was out there making regular calls. They had plenty to sell too . . . service and ideas. This was one idea: We were just as badly hit by priorities as anybody, but our men said to their hardware accounts: 'You can find a good many industrial plants and small shops who have priorities to buy wrenches, drills and so on. Get their orders. With their priorities in hand we can get you the merchandise.' It worked well. Dealers found business from customers they'd never had before.

"Because of the shortage of standard merchandise we took on some new lines. Not odd stuff as fill-ins either, but items our dealers can always handle. Metal roofing, for instance, and insulation. Our salesmen showed them how to add these new activities to their regular businesses. Our men built good-will, all right, and not just with pleasant talk. They had ideas and service to sell . . . ideas that are moving merchandise for us right now in 1946.

"That sort of selling not only increased our volume 52% when otherwise it surely would have dropped off, but dealers were also deeply impressed to see our men coming in regularly. If these salesmen couldn't fill orders, they were right there promptly to explain why, in every single case. They are doing that today."





*is your product*

## HOME CONSCIOUS?..

**F**rom sweaters and knit goods to hats and hosiery, the next few years are going to be big years in textiles. Silks and rayons, cottons and linens, nylons and wools, are all bidding for part of the five billion dollar national market\*. More and more of these manufacturers — 190 million in the sweater and knit goods branches alone — are turning to home conscious set-up boxes. Individual packaging instead of bulk packaging, new machinery, adequate labor supply and financial adjustments will soon make possible the expected ten percent increase in textile sales. Manufacturers of home conscious textiles can realize their share of the ten percent increase, thanks to set-up boxes with their added strength, economy and shipping convenience, taking your message home with the product.

\* For a host of other facts and figures, write or call your nearest paper box manufacturer for survey No. (60) "Textile Industries" or "Sweaters and Knitted Goods Industry".

**NATIONAL PAPER BOX MANUFACTURERS**  
*Association*

AND COOPERATING SUPPLIERS

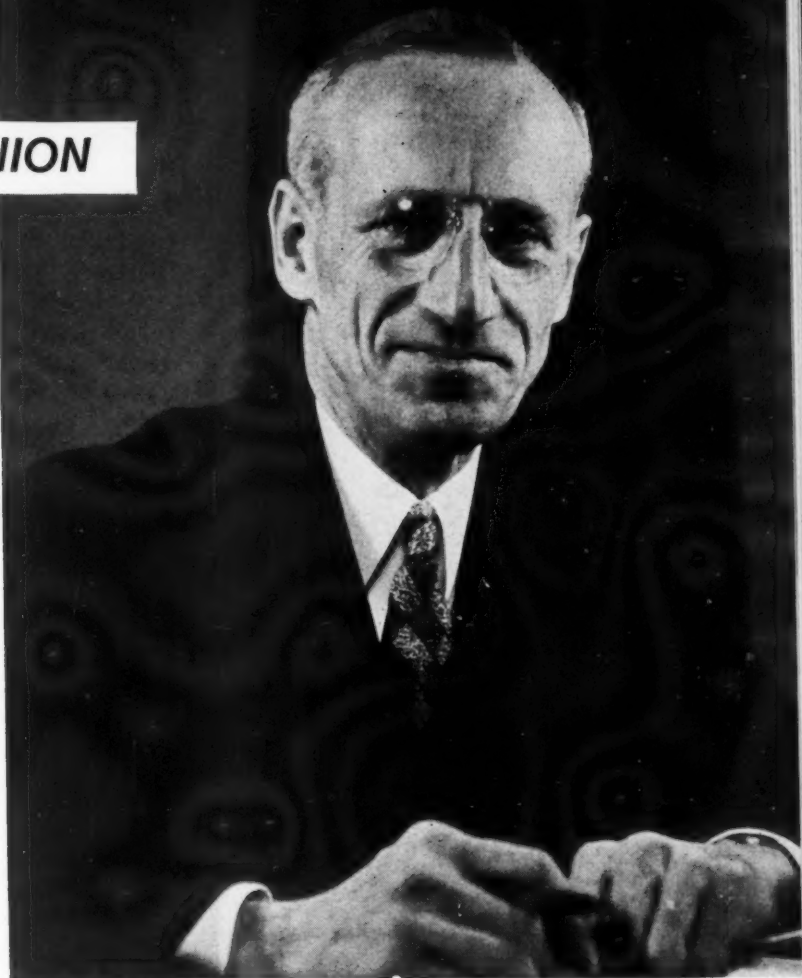
Liberty Trust Building • Philadelphia 7, Penn.



FOR INFORMATION OR SERVICE • CONSULT YOUR NEAREST SET-UP BOX MANUFACTURER

SALES MANAGEMENT

# Train Your Top Men Too!



CLARENCE FRANCIS

**I** STRONGLY believe any big corporation's top executives—and I mean *top*—need periodic training in the basic principles and operations of their own businesses. Anyone who thinks they don't is simply naive." Clarence Francis—tall, keen, friendly bony-handed chief executive of General Foods Corp., one of the first big outfits to conduct such training intensively, leaned back and looked thoughtfully out of his 17th floor office window at the straining business heart of New York.

"I learned the need of executive training long ago. I came up through sales and thought I had reached the top of the profession when they made me head of Postum Sales Co. When you get up there you soon find you have mighty little real equipment for *that* job, not to mention bigger ones. Each time you go up, people think you'll reach back and interfere with your successor. Well! You are too busy trying to master new duties and responsibilities. How you wish you'd had time to learn in advance a lot you don't know about purchasing, manufacturing, research, finance . . . operations of your own company!

"It's that way with practically every man at the top of anything . . . a division or a whole company. If he's right-minded he never feels quite good enough for his job. Otherwise his company stands still or goes backward. He knows nobody has a monopoly on brains. He knows he can always learn about his business from other able people in or out of his company. That's why I never got through going to conventions. Not to listen to speeches so much as to meet men . . . to see how *they* do things.

"Now here is the basic reason why seniors in large corporations always need training: They all come up as specialists in something. They have developed the qualities of an administrator, but they have not learned all the elements of even their own businesses. Maybe they know about sales, but they need a full appreciation of the purchasing chief's job, and the comptroller's, and the production man's, and the jobs of all the others. And they ought to know these *men*, too. All this generates better understanding, higher company efficiency.

"You can accomplish these results through the right kind of periodic training of executives. Skilled training specialists can work out the methods. Your various officials and department heads as well as men from the outside are your trainers, each in his own field. Your first echelon executives get a new, broad, valuable grounding in their own business. Why, by proper techniques in such a training course, you can even increase a man's initiative and power of decision! *Those* are the two human qualities that make the difference between success and failure.

"Of course, the cost of this sort of thing is high. The principal cost factor is time which groups of high-level men spend in training—say a week every month for four months, with refreshers every two or three years. Naturally there is no yardstick to measure exact returns. However, in our case, I am absolutely confident we are making the soundest kind of an investment. I believe that any big business whose top men are not all well grounded in every phase of the company's operations—and such a company is rare indeed—needs top executive training and needs it badly."

## TRAVEL GUIDE FOR TEXANS

52 Weeks a Year

When resorts and vacation lands are at their season's best, Dallasites are given full information on them in The Times Herald's Travel and Resort section, featured every week in the year. This popular section is used by readers of The Times Herald as a year 'round guide of when to go—and where.

## THE DALLAS TIMES HERALD

DALLAS' GREATEST NEWSPAPER

Represented by  
THE BRANHAM COMPANY

### Resultful Direct Advertising

Planned, Created and Produced

by

D. H. AHREND CO.

has won

**1216**

NATIONAL AWARDS

in the Last 3 Years

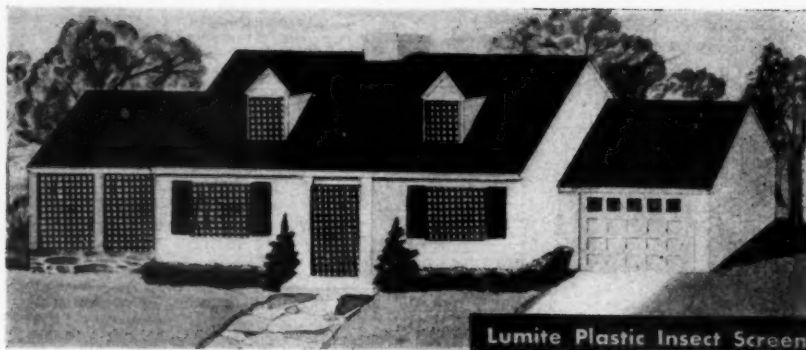
Ask one of our qualified account executives to show you samples of many successful mailings. No obligation in the New York Metropolitan area.

**D. H. AHREND CO.**

325 to 333 East 44 ST., New York 17, N. Y.

MURRAY HILL 4-3411

[ 54 ]



Lumite Plastic Insect Screen

**SARAN SCREEN:** This mailing piece demonstrates the use of Lumite plastic insect screen woven by Chicopee Manufacturing Corp., New York City, from Dow Chemical Company's synthetic material "saran." You see Lumite screen in its natural position over doors and windows in this cut-out of a miniature house. From an opening at one end, the screen can be withdrawn for closer examination of the sample screen. On the reverse side of the package, Chicopee lists these advantages for Lumite screen: It won't rust or corrode, it's stainproof, won't sag or bulge, no painting is required, and it can be cleaned with a damp cloth—features to please consumers.

## Television: Perfected or Not, Millions Want to Buy Receivers

**J**UST what is the public's state of mind toward television?

A market survey recently presented by Mr. Frank Mansfield, Director of Sales Research, Sylvania Electric Products Inc., indicates that a market potential for 10 million home television receivers may be reached during the next five years provided telecast facilities are made available in all urban areas. Mr. Mansfield's report is based on the answers given by home radio listeners, 28% of whom are located within the range of existing television transmitters.

### Vast Urban Market

Of the urban families interviewed 26.6% said they definitely intended to buy a television receiver and an additional 18.5% said they thought they would buy a set but had not definitely made up their minds. In other words, 45.1% or possibly 9,603,000 families are potential customers for television receivers. These possible prospects are pretty evenly distributed in the various income groups.

This particular study was designed primarily to help obtain some framework of public thinking about television rather than to find out what the potential market might be in 1946, 1947, or in 1948. In short, Sylvania Electric Products Inc. thought it would be most helpful to determine the following:

1. Do people really want television despite its limitations?
2. How much do they say they are willing to pay for it?
3. What do they expect to get from their television sets?

The survey indicated that a vast number of families would buy receiver sets despite present performance limitations.

### Price Preferences

In the matter of what they would be willing to pay for a television set, 58.9% said they would pay from \$100 to \$249 and 31.0% said they would pay from \$250 to \$500. Only 3.4% said they would pay less than \$100 while 5.9% indicated that they would be willing to pay more than \$500.

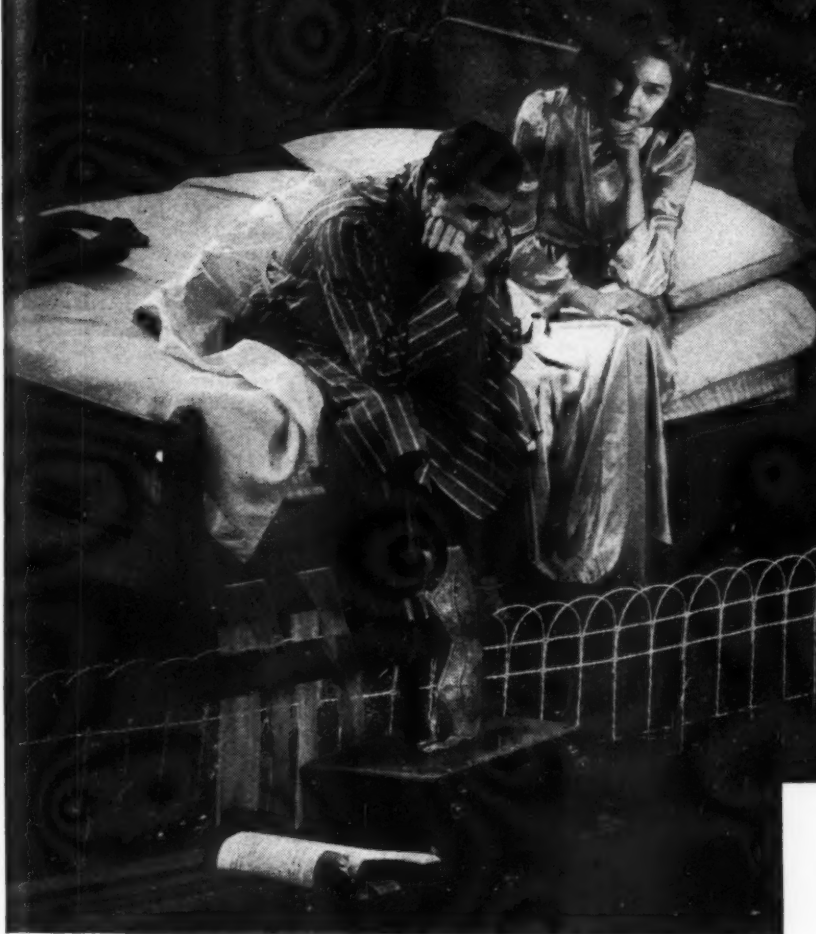
According to the survey, three prospects want color television to every one stating a preference for black and white only—this in spite of the fact that color television so far exists only in the laboratory state. However, only one out of five who want it would be willing to pay over \$100 extra for it.

It was also revealed that people think of television in terms of a new active medium for the reception of sports events, spot news and drama by real people. Little evidence was forthcoming to support the idea that television would supplant movies in the public's mind.

SALES MANAGEMENT



# Home Sweet Home?



KEEP OFF  
THE GRASS

## Homes Sweet Homes

While they wait for the new homes they want, many more than 2,500,000 men and women will read Wilson W. Wyatt's article in the homes they have. And these husbands and wives will read it together—for home building is a two-sexed affair.

The publication of an article of such overwhelming interest to so many millions of present and future home owners is no coincidence. It's another example of the editorial policy which has built The American Magazine's multimillion audience: to discuss questions of paramount interest to *both men and women alike* — in articles written by *the men and women who shape the answers*.

It's a policy which builds readership—sweet readership—of the two-sexed variety . . . the kind that sells goods in heart-warming quantities.

*The* **American**  
*Magazine*



## DESIGNING TO SELL

(Captions read counter-clockwise)

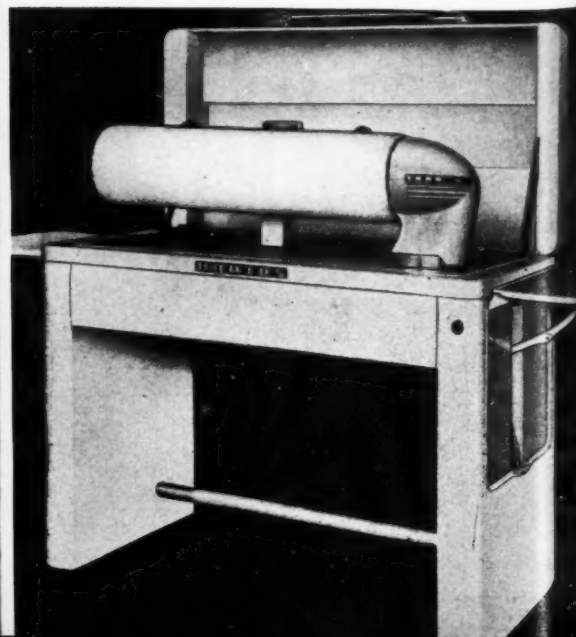
**NEW PACKAGE FOR BERKRAY JACKETS:** Designed by Martin Ullman for Berkray Corp., it symbolizes the functional, outdoor styling of the product. Size, style number and price are visible through a window in the box corner.

**POST-WAR GAS RANGE:** One of the five new models being produced by the Kalamazoo Stove & Furnace Co., it has the new Uniflow top—formed in a single piece from splasher back to oven doors, an 18" large capacity oven.

**AIR-FLO ELECTRIC HEATER:** Featuring fan-forced instant heat, the portable unit has a sheet metal protective casing with heavy chrome plated grill and handle. It can bring the temperature of an average-size room from 50 to 70 degrees in 18 minutes. The Air-Flo unit is being marketed by Acme Brands Inc.

**PORTABLE MATTRESS-BED:** A product of the New York Rubber Corp., the "Airubber Stow Away Bed" may be easily blown up with a vacuum cleaner blower attachment, by hand-pump or by mouth. When deflated and folded it takes up less closet space than a blanket. It is made of sturdy fabric coated on the underside with Du Pont neoprene, in a green and tan combination.

**CONSOLE IRONER:** Latest appliance to be introduced by the Horton Manufacturing Co. is exceptionally simple to operate. The single knee control lever starts, stop and releases the roll. Dial device controls temperatures.





## One look tells the cook

A look is all the cook needs to tell that a lobster is alive . . . and *fresh!* And just one look tells your customers a freshness story . . . if your product is packaged in Du Pont Cellophane.

Housewives know from experience that this moisture-proof film safeguards freshness and flavor . . . helps keep food *good* until the last bit is eaten.

They can see, too, exactly what they're getting—size, shape, color, quality—for Cellophane *shows* what it *protects*. What's more, it does this complete packaging job at *lowest cost!*

The demand for Du Pont Cellophane still exceeds the supply, but we hope the day is not far off when our converters and ourselves can supply all requirements. In the meantime, write for your copy of "Design for Selling," a study of consumer buying habits in super markets.

E. I. du Pont de Nemours & Co. (Inc.), Cellophane Division, Wilmington 98, Delaware.



# Cellophane

Shows what it Protects—at Low Cost

BETTER THINGS FOR BETTER LIVING  
...THROUGH CHEMISTRY



# A Lady ought to keep her

**T**HE fact is, the lady in the water *has* kept her head. The only reason she seems to have lost it is *because you're seeing her from the wrong angle.*

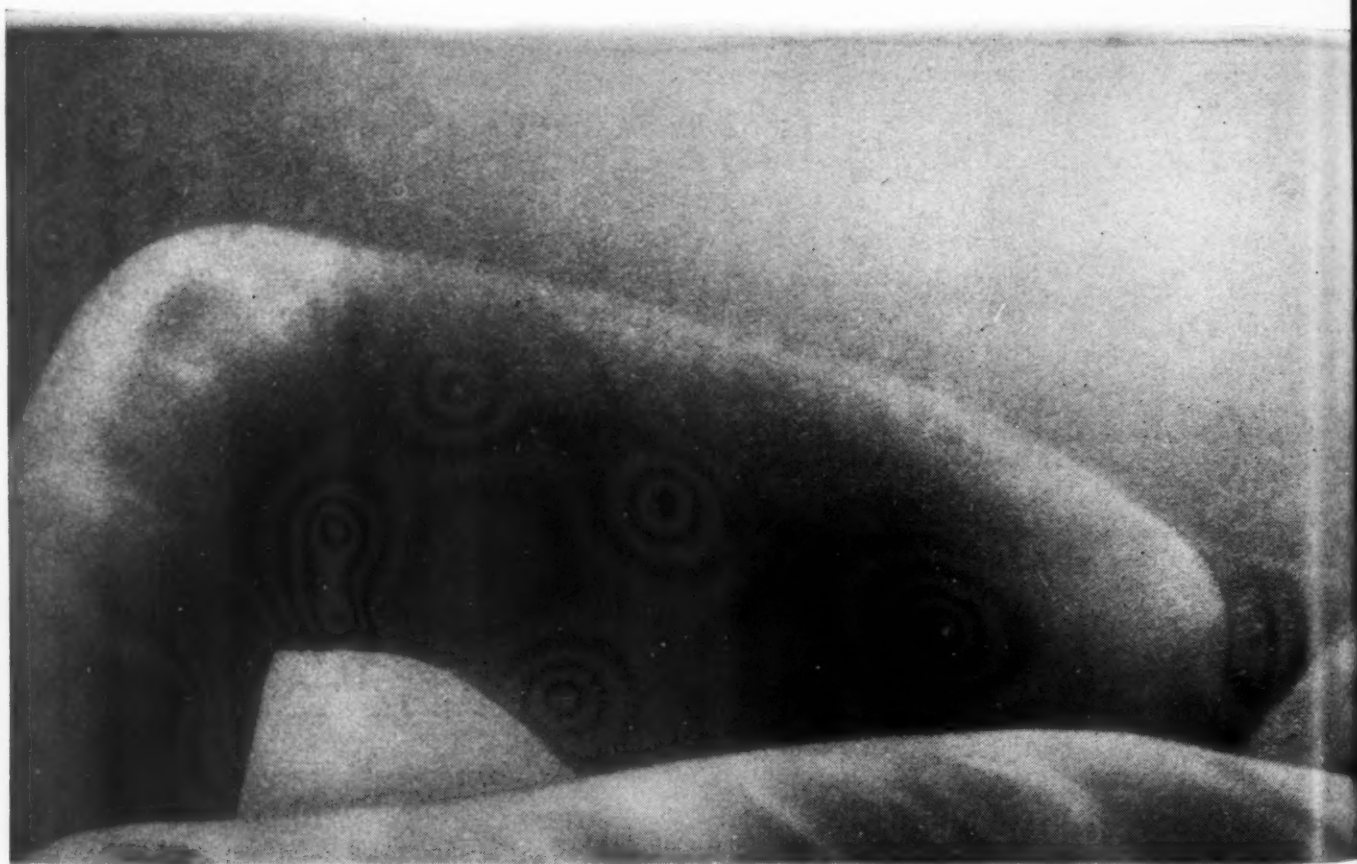
Whether you're looking at bathing girl pictures or sales pictures, seeing them from the right angle is equally important. Sometimes, when you look at a sales picture too closely from the national angle, you miss the local angle. And vice versa.

National *or* local, you get your sales picture into the right perspective when you approach it through Metropolitan Group Gravure. For this *national* network of 25 Sunday newspapers spreads your message among 13,500,000 families—a *third* of the nation's total—with all the advantage of *high local interest* in the country's major markets.

Metro's 25 papers give you a minimum of 50 per cent—an average of 75 per cent—coverage in 462 of the country's 1,074 cities of 10,000 population and over.

And in the *gravure* section, it doesn't matter *what* page your message appears on—because the gravure section gets the highest average inside page readership among *both* men and women.

Add to this (1) the fact that you can select any number of publishing cities down to 10 to fit your own distribution pattern or sales picture plus (2) the fact that buying through Metro you enjoy the savings of Metro's group rate, and you have *the most efficient, flexible, economical buy available anywhere today.*



**Metropolitan Group Gravure**  
*The National Newspaper Network*

# ADS ARE MORE **CONVINCING** IN GOOD HOUSEKEEPING!



**Your product**, when it is advertised in Good Housekeeping, has *two* reputations to recommend it—yours and ours.

And ours is a valuable plus for yours. For the confidence women have in the integrity of Good Housekeeping extends

to the advertisements in it. Thus each advertisement has greater conviction here than it could have anywhere else.

And there is no need to tell you that the power of conviction is a major force in making sales.

Women know...



we give this seal to no one—the product that has it, earns it.

## County Outline Retail Sales Map Of The United States

Based on 1946 Survey of Buying Power Figures.

Approximate retail sales level of any county in the United States can be quickly spotted with the 1946 version of this popular five-color map. Larger than ever before (it measures 27 by 41 inches) the County Outline Map includes a special blown up projection of the Northeastern section of the U.S.

Each county appears in the color determined by its 1945 retail sales volume as shown in Sales Management's 1946 Survey of Buying Power. Population level of 322 leading U.S. cities are clearly marked.

Price—\$3.50 each; \$2.50 each for orders of more than one copy.

*Sales* MANAGEMENT

386 Fourth Ave., New York 16, N. Y.

## KROYDON COVER

TOUGH  
SOIL RESISTANT  
WATER REPELLANT  
EYE APPEALING

for CATALOGS  
MANUALS  
INSTRUCTION BOOKLETS  
PORTFOLIOS  
PROPOSAL COVERS

Distributed by  
leading Paper Merchants

HOLYOKE CARD & PAPER COMPANY  
Springfield 7, Massachusetts

June) prominently featured Oculens glasses.

7. Adna Manufacturing Co. came through with a smart compact bearing the Oculens motif in enamel.

8. Comptone created a specially colored sun glass frame to blend with the new Chen Yu fingernail lacquer and lipstick.

Leading department stores have quickly recognized the opportunity for interlocking promotions and multiple sales made possible by the Oculens promotional program. Premieres in over 75 of the Nation's key department stores were booked for the month of May alone and many more such store-wide promotions were scheduled for the following months.

Some stores introduced Oculens as "Fashion's Own Sun Glasses." Bonwit Teller, Inc., New York City, devoted its entire bank of Fifth Avenue windows to featuring Oculens during the week of May 1 and ran a full-page newspaper advertisement on the theme, "The Fashion Scene Through Oculens." Carson, Pirie, Scott & Co., Chicago, devoted its State Street windows to the product and I. Magnin Co. in California introduced it on the West Coast.

In practically all the window displays appearing throughout the country the mannequins wear Oculens sun glasses. One of the window designs supplied to the stores by Comptone suggests an opaque window with an aperture in the form of huge sun glasses through which spectators may peer in at the merchandise displayed.

Strategically timed advertisements—four-color, double-page spreads—appeared in *Vogue*, *Harper's Bazaar*, and *Town and Country*. Reproductions of these double-page spreads in mat form have been made available to stores for local newspaper advertising.

COLOR-CONSCIOUS SUN GLASSES: They even come with frames which match the new bright red Chen Yu fingernail lacquer and lipstick.



Comptone's promotion is designed to convey the idea that women really should have at least two Oculens—one pair for casual costumes and one for dressier ensembles.

Concurrently the Comptone Co. is conducting a campaign to reach the mass markets and advertisements are also appearing in such top general circulation magazines as *Holiday* and *Look*. These advertisements stress the fact that Oculens sun glasses provide not only needed protection against reflected glare but that they also guarantee the retention of clear vision and true color values. Headline for many of these advertisements reads—"Eyes are resting here. . . ." Special promotional appeals will be slanted toward capturing the attention of men. To this end present plans include the presentation of a sports radio program over a coast-to-coast hook-up.

Comptone has supplemented its exceptional merchandising and advertising program with a campaign to the various apparel, drug and cosmetic trades. In addition, Oculens sun glasses carry the "accepted for advertising" seal of the *Journal of the American Medical Association*. Oculens have also been accepted for advertising in *Hygeia* magazine.

In all, Oculens sun glasses are being advertised in approximately 20 business publications, including *Apparel Arts*, *American Druggist*, *Drug Topics*, *Chain Store Age*, *Tobacco Jobber*, and *Women's Reporter*.





ACRES OF "DIAMONDS" . . . tints and dyes and stocking dips displayed throughout the land in all-metal dispenser containing a three gross assortment of 33 colors.

## Campaigns and Marketing

### For Sore Eyes

Entering national magazines for the first time, Barrett Plastic Products, Inc., Hollywood, is launching an advertising campaign this month to introduce the new "Carnival" sunglasses and "Adjusto" picture frames.

Full page advertisements will appear in *Charm*, *Glamour* and *Harper's Bazaar*, featuring the "Carnival" sunglasses in July issues, and both items in later issues.

Copy theme will be "New Ideas in Frames" and photographs will illustrate the "Carnival" sunglasses with the new curved temple piece decorated with flowers or small fish ornaments, and the "Adjusto" frame, which can be used for different size pictures and is the first frame of its type.

Both products are designed by Altina Sanders Barrett, originator of the "Harlequin" frame, which revolutionized eyeglass frames for women. Mrs. Barrett won the Lord & Taylor design award for "Harlequins."

Abbott Kimball Co., Los Angeles, handles the account.

### "Diamond" Dispenser

"Diamond," a 50-year old name in household tints and dyes, is breaking a well-planned, simultaneous drive in 21 markets, checkerboarded over the East, South and Midwest.

Carefully picked teams of salesmen, after several days of briefing, are invading the initial drive markets, armed

with a new merchandising plan built around the recently designed "Diamond" dispenser. Displaying an internal color chart, the all-metal dispenser holds a full three gross assortment of 33 fashion colors for tinting and dyeing, plus a new, improved color remover, as well as curtain and stocking dips. Boyle-Midway, Inc., a subsidiary of American Home Products Corp., and owners of "Diamond," tested grocery super-markets and drug stores in Long Island, N. Y., and New Jersey, it is stated, before deciding on the new type of dispenser.

The current "Diamond" drive is aimed at large chain and independent drug stores, super-markets, department stores, community hardware, and variety stores. The most intensive ad-

vertising campaign in "Diamond" history is being released, consisting of 300 and 350-line newspaper copy and five-minute radio programs. The account is handled by W. Earl Bothwell, Pittsburgh agency.

### Crusade

Scripps-Howard is projecting its nationwide public service advertising campaign on the "power of public opinion," in daily newspapers in the leading major cities, national magazines, the business press, and the Scripps-Howard newspapers, it was announced by Ray Vir Den, executive vice-president of Lennen & Mitchell, Inc., which is handling the campaign.

The stress of the campaign is in the direction of public enlightenment showing specific instances of public opinion solving "little problems," and pointing to the force of the same public opinion as an instrument for solving major national and international problems.

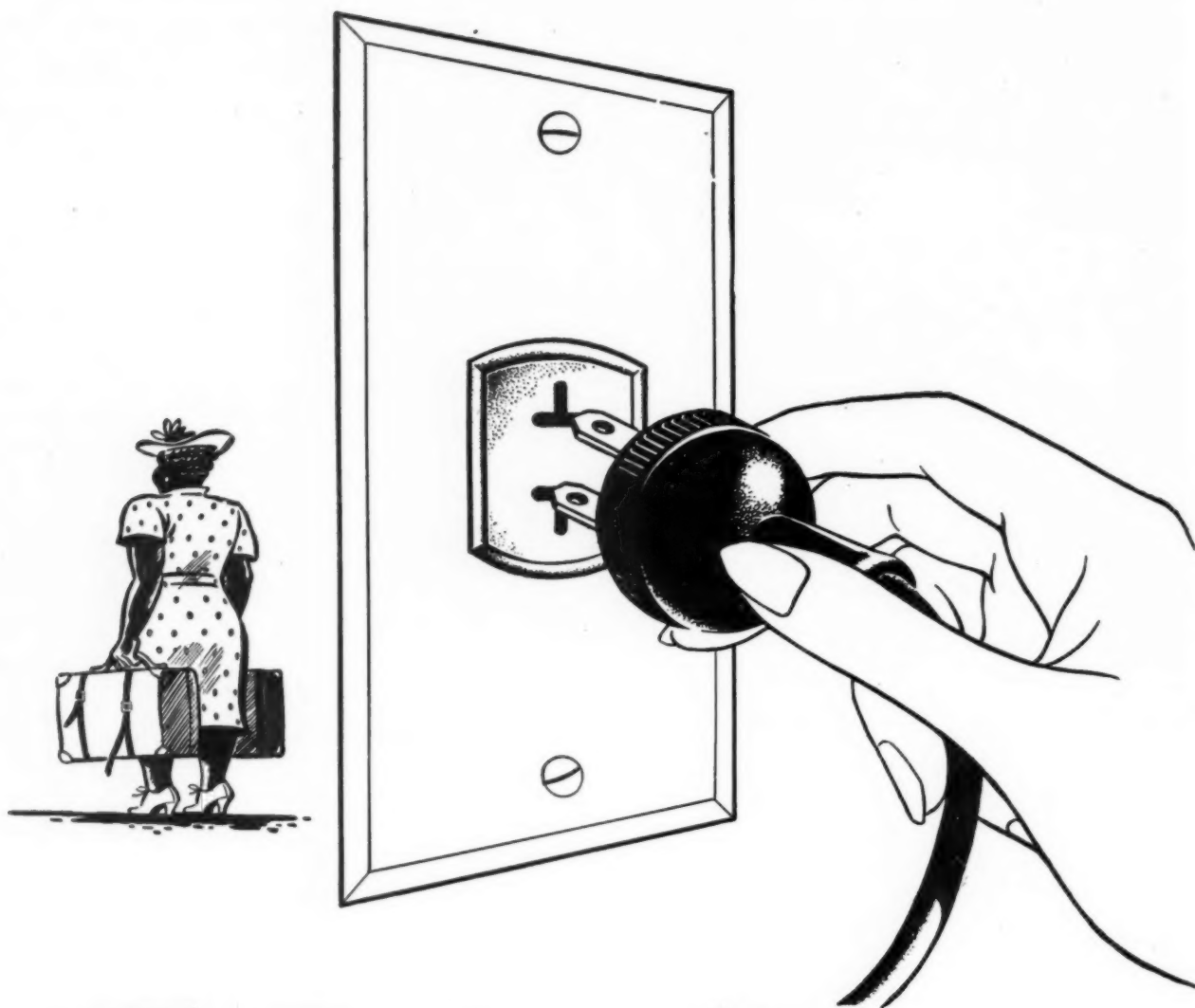
In the first full page advertisement, Scripps-Howard points out that while public opinion "dozed peacefully" in a Denver suburb, slum kids downtown were knifing each other in street brawls. The editor of *The Rocky Mountain News* brought public opinion to life when he printed the story. As a result, tough kids were sent to schools, slums torn down, and decent dwellings were erected to give the kids a chance.

In contrast, the advertisement points out, the same force which solved Denver's "little problem . . . can end industrial strife."

"No problem on earth is too big, too tough for an aroused and enlightened Public Opinion," the advertisement states, and sounds the warning that "when either a management man or a labor leader has the power to paralyze your town or your coun-



ONE OF TWO . . . PM de Luxe Whiskey posters, prepared for National Distillers Products Corp., which ranked among the 100 best at the Fourteenth Annual Exhibition of Advertising Art and were the only winners among whiskey entries.



## *The South's new "Mammy"*

**F**OR the first time in history, the South has a servant problem. The "Mammy" who used to do the housework got a job in a factory during the war. And the vigorous growth of Southern industry will help her to keep that job during peacetime.

The South's solution to this problem is the purchase of household appliances just as fast as they come on the market. The South's new "Mammy" is *electricity* and the countless labor-saving devices electrification brings to the home and farm.

The Rural South alone plans to spend \$1 BILLION for electrical appliances during the next five years. The South's leadership in rural electrification, coupled with a shortage of domestic help, has created an

enormous sales opportunity for appliance manufacturers.

Are you building trademark preference in this mighty market? The Progressive Farmer is the South's leading magazine. More Southerners will see your advertising in The Progressive Farmer than in any other publication.

**The South Subscribes to  
The Progressive Farmer**



**Advertising Offices:** BIRMINGHAM, RALEIGH  
MEMPHIS, DALLAS, NEW YORK, CHICAGO  
*Pacific Coast:* Edward S. Townsend Co., San Francisco, Los Angeles

SALES MANAGEMENT

try, it's time to do something."

In an editorial vein, the advertisement urges: "Read your newspaper *thinkingly*. When you have become aware of the danger, and determined on a course of action . . . then a solution of the problem is in sight. Because public opinion is you—multiplied by millions."

## BOAC Campaign

The British Overseas Airways Corp. begins advertising its "across the Atlantic and around the world" service to the American public in magazines and newspapers, here and in Bermuda, and in travel-business and aviation publications this month.

During the current period, while passenger space is still exceeded by demand, the copy, institutional in nature, will attempt to fill in the informational gap created by security regulations as to the corporation's war-time record.

It is not generally known, for example, that the organization's planes flew the Atlantic on continuous, year-round service throughout the war; nor that the line goes from here to England, the continents of Europe, Africa, Asia and Australia. Early copy will also feature the Lockheed "Constellation" and the British Overseas Airways Corp. symbol, the Speedbird.

## Triplets Tell All

To capture the "man-with-a-future" market (men between the ages of 17 and 30) for its client, Freeman-Daughaday Co., Providence, R. I., James Thomas Chirrug Co. has prepared a complete coverage campaign. "Triplet" by Nu-Lok, the new and original three-way jewelry combination consisting of detachable key ring, money clip and Waldemar chain, draws attention to the gold-plated set by interpretation in scratchboard technique. Half-tone will present the Triplet identification figures, each wearing one of the three Triplet jewelry combinations, against an overall red background. *Life*, *The Saturday Evening Post*, *Esquire*, *Collier's*, *Liberty*, *Salute*, *Look*, *Pic*, *Bandleader* and veteran organization papers, will carry the two-color campaign in pages and half-pages.

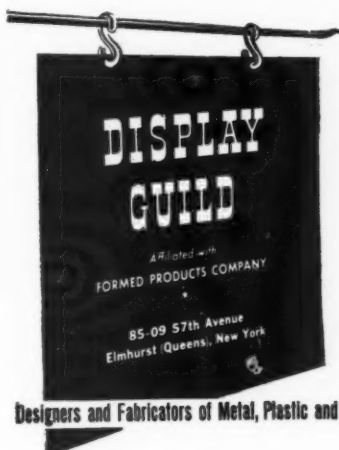
The dealer campaign in two-color spreads gives a "tell-all" story, including consumer publications listing, in such business media as *Apparel Arts*, *Men's Wear*, *Men's Reporter*, *Department Store Economist*, and *Jewelers Circular Keystone*. A dealers portfolio, counter cards and newspaper mats will round out the Triplet campaign for 1946.

JULY 1, 1946

**MERCHANDISING DISPLAYS**  
with Beauty, Function, and Force

# Quick Pick-Up

DISPLAY GUILD matches the personality of your product with displays that encourage quick pick-up for swift sales. Metal merchandisers, cabinets, stands and dispensers are fabricated with original and skillful technique to spur the buying action. Let us help you plan your post-war displays now.



Designers and Fabricators of Metal, Plastic and Wood Displays for Counter, Window and Floor - Business Exhibits

## Building SUPPLY NEWS

45,832 Extra Readers  
to Dealers' Employees  
—by Survey

# is first

AMONG LUMBER AND BUILDING MATERIAL DEALERS

- ★ IN CIRCULATION
- ★ IN ADVERTISING VOLUME
- ★ IN EDITORIAL INFLUENCE
- ★ AND LEADERSHIP

Acknowledged Leader by  
Readers and Advertisers

Drive-in facilities combined with a seemingly unlimited expanse of window area, all in use, give Bodnegat Lumber Co., Ships Bottom, N.J., a brisk customer trade among home owners. Here one can build and furnish a home completely.

BUILDING SUPPLY NEWS  
59 E. VAN BUREN ST.  
CHICAGO 5





# Facts You Will Need for Re-appraisal Of Your Salesmen's Auto Setup

There isn't any "best" method for managing the operation of salesmen's cars. What is best for you depends upon many factors: how many men you travel, what types of cars they need, what kinds of terrain they cover, etc. Here is Part I\* of a discussion designed to help custom-build the most economical plan for your company.

BY R. E. RUNZHEIMER

Runzheimer & Co.  
Chicago

**T**HERE are just three basic methods of car ownership which your company can follow; namely, company ownership, rental agency ownership, or private ownership by the salesman or other traveling employee.

For purposes of this discussion we are, however, subdividing salesman ownership into business mileage reimbursements under uniform flat allowances and business mileage reimbursements under individual standard allowances. By individual standard allowances we mean allowances developed for each salesman which reflect the road, operating, and price conditions in his individual territory. This method has decisive advantages over the usual flat allowance basis and consequently is coming into much wider use. A succeeding article will describe and explain this method and its advantages over the flat allowance basis.

In the present discussion we are therefore dealing with four basic policies of business automobile operation:

1. Company ownership
2. Rental agency ownership
3. Salesman ownership under uniform flat allowances
4. Salesman ownership under individual standard allowances

## A Practical Lincolnism

Abraham Lincoln has been widely quoted to have said: "A man's legs should be long enough to reach the ground." In determining which of the above four basic operating policies is best for your company, it is necessary that you find out as simply and clearly as possible which policy best satisfies the conditions governing your com-

pany's business transportation problem.

It is my opinion that each of the three basic kinds of car ownership has distinctive advantages over the others for certain categories of companies. Your problem in determining the policy best adapted to your company is therefore simply one of listing and evaluating the conditions affecting the business transportation problem in your company and relating these to the respective advantages of the three basic types of car ownership. As a means of carrying out this job of analysis and evaluation, we are presenting a rating chart (see facing page) which lists 14 factors which frequently govern the automobile transportation needs of commercial companies. You will observe that these 14 suggested factors are arranged in three groups generally indicative of the relative advantages of company, rental agency and salesman ownership respectively.

## Three Groups of Factors

The first group of five factors, for example, generally defines the conditions under which company car ownership will frequently be found most desirable; namely, when specially constructed car bodies are needed; when a company also operates a sizable truck fleet; when personnel experienced in supervising automotive equipment is available, and when business car operations are relatively concentrated in a few centers.

The second group of factors, numbered 6, 7 and 8, generally define the conditions under which rented cars will frequently be found advantageous: when average yearly business mileages are extremely high, when many men employed in sales work do not own personal cars, and when many men prefer not to, or cannot, use their personal cars on company business.

The third group of six factors,

numbered 9 to 14 inclusive, generally defines conditions under which salesman ownership, with reimbursements preferably made under individual standard allowances, will usually be found most advantageous. These conditions are:

1. When car operations are widely dispersed with relatively few cars being operated from most centers.
2. When no personnel experienced in supervising automotive equipment is available.
3. When there are many men who can use the same car for both personal and business driving.
4. When there are many men who use cars on business only seasonally or part time.
5. When individual business mileages vary from only a few thousand to 30,000 miles or more annually.
6. When men have a strong preference for driving cars of their own choice on business, even though allowances by the company are based on a low price class car.

## Chart Affords Individuality

Obviously, all of the suggested factors on the chart will not apply to your company. For that reason the chart provides under column X for your placing a check mark after those several factors which do apply in your case.

It is equally obvious that all the factors applying in your case will by no means have equal importance. Consequently, the chart provides under column Y for your own weighting of these pertinent factors. Our suggestion is that you determine the factor of greatest importance in your company's situation and assign it a weight of 10. Then simply assign proportional weights to the remaining factors you have checked.

For example, assume that you have checked in column X, factors 2, 4, 5, 7, 12 and 13, as applying to your company's situation. Assume, also, that factors 2 and 5 are, in your opinion, of greatest importance. You will then assign weights of 10 to each of these factors under column Y, and weight the remaining four factors checked in general proportion to your estimate of their relative importance. To complete the example, we shall assume you have accordingly assigned weights of 5, 5, 3 and 3 to the other four factors in the order in which they appear.

SALES MANAGEMENT

(Mr. Runzheimer will continue his discussion of automobile control problems in the July 15 issue.—THE EDITORS.)

# Rating Chart On Business Automobile Operating Policies

FACTORS GOVERNING AUTOMOBILE TRANSPORTATION FOR SALESMEN	X Factors applying in your company	Y **Your weighting of these factors	1 COMPANY OWNED CARS		2 RENTED CARS		3 SALESMEN-OWNED CARS UNDER FLAT ALLOWANCES		4 SALESMEN-OWNED CARS UNDER INDIVIDUAL STANDARD ALLOWANCES	
			(a) basic points	(b) weighted points	(a) basic points	(b) weighted points	(a) basic pts.	(b) weighted pts.	(a) basic pts.	(b) weighted pts.
1. We require uniformity of appearance and color in our cars.			4		3		1		2	
2. We require specially constructed car bodies.			4		2 1/2		1		2 1/2	
3. We operate a sizable company-owned truck fleet.			4		2 1/2		1		2 1/2	
4. We have personnel experienced in supervising automotive maintenance.			4		3		1		2	
5. Our car operations are relatively concentrated (with sizable numbers of cars operated out of relatively few centers).			4		2 1/2		1		2 1/2	
6. Our average yearly mileages are extremely high (over 30,000).			2 1/2		4		1		2 1/2	
7. Many of our men do not own personal cars.			3 1/2		3 1/2		1		2	
8. Many of our men prefer not to, or cannot, use their personal cars for business.			3 1/2		3 1/2		1		2	
9. Our car operations are widely dispersed with relatively few cars operated from each of many centers.			1		3 1/2		2		3 1/2	
10. We have no personnel experienced in supervising automotive maintenance.			1		3 1/2		2		3 1/2	
11. Many of our men can use the same car on both personal and business driving.			1		2 1/2		2 1/2		4	
12. Many men use cars on business only seasonally or part time.			1		2		3		4	
13. Our individual business mileages vary from only a few thousand to 30,000 or more annually.			2		3		1		4	
14. Our men generally prefer to drive cars of their own choice on business, even though allowances are based on a low-price class car.			1 1/2		1 1/2		3		4	
15. (other factors in your situation).										
16. (other factors in your situation).										
TOTAL WEIGHTED POINTS										

\*\*Suggestion: Assign weight of 10 to most important factor and others in proportion.

# Special Bound Copies of the **1946** **SURVEY** **OF** **BUYING POWER**

We will soon have available a limited number of specially bound copies of Sales Management's May 10, 1946 issue—the 17th ANNUAL SURVEY OF BUYING POWER.

Each of these copies will be bound in a durable and attractive green stiff cloth cover, capable of standing the intense, year-round usage this issue so often receives.

The name and date of the issue will be neatly and permanently stamped in gold on the front and on the backbone of the stiff cover.

You are urged to order your copy promptly, since only a small quantity will be available and once this supply is exhausted, no more bound editions of the SURVEY can be obtained. Price —\$3.50 each.

*Sales* **MANAGEMENT**

386 Fourth Avenue

New York 16, N. Y.

In columns 1-a, 2-a, 3-a and 4-a, we have suggested basic rating points reflecting our appraisal of the relative advantages of each of the four automobile operating policies with relation to each of the 14 governing factors. The most desirable ownership policy was given a rating of 4; the least desirable, a rating of 1, with equal points assigned in cases of tie ratings. In order to complete the rating, we therefore suggest that you simply multiply the relative weight you have assigned under column Y by these basic rating points and record the results under columns 1-b, 2-b, 3-b and 4-b, respectively. In the example we have assumed, therefore, factor 2 would receive weighted rating points of 40, 25, 10 and 25, respectively, in columns 1-b to 4-b, inclusive. After the weighted rating points in these columns are assigned for the remaining five factors checked in column X and weighted in column Y, the total weighted points are recorded at the bottom of the chart. A comparison of the weighted point totals of each of the four basic operating policies will be a helpful guide in your efforts to determine which policy will best meet your own company's needs.

## 56.8%

## IN THE BIG 6

● Among ALL 6 of Buffalo's downtown, Main Street department stores, 58.8% of the 1945 advertising lineage appeared in the *Courier-Express*.

Individual figures were:

Store A	56.3%
B	50.0%
C	55.6%
D	76.8%
E	58.8%
F	42.4%

These stores know what makes customers buy. You can take their word for it... in Buffalo

**You Need the**

*Buffalo*  
*Courier-Express*

Buffalo's Only  
Morning and Sunday Newspaper

SALES MANAGEMENT



**You too,  
CAN MAKE AN  
END RUN  
IF YOU'RE IN  
AMERICA'S  
19<sup>TH</sup> MARKET**

**A FEW ADVERTISERS  
WHO HAVE CASHED IN  
ON THE RICH  
WESTCHESTER MARKET:**

Beech-Nut Coffee  
Flako Products  
Pillsbury's Flour  
Kellogg's All-Bran  
McCormick Tea  
Heinz Mustard  
Poland Water  
Stahl-Meyer Meats  
Bond Bread  
Brer Rabbit Molasses

More smart advertisers are doing it all the time. They just figure that they can't lose in a market with a gross income of \$919,319,000. Even after these Westchester families have paid their \$175,000,000 income tax, they still have \$743,000,000 in spendable income—\$5,125\* per family.

That's why Westchester housewives can afford \$121,000,000 for food alone. That's why they spend \$13,500,000 in the county's drug stores.

That's also why leading national advertisers are making gains in Westchester. They've found the medium that reaches 70% of these prosperous, free-spending families—the Westchester Newspapers.

*\*Sales Management Buying Power Survey 1946.*

Represented Nationally by the KELLY-SMITH COMPANY • New York

# Westchester Newspapers

**COVERING THE 19<sup>TH</sup> MARKET IN AMERICA**

JULY 1, 1946

[75]

# New Books for Marketing Men

*Marketing in the West*, edited by Nathaniel H. Engle. Published by The Ronald Press Co., New York City. Price \$3.50.

Sponsored by the Pacific Advertising Association, this study gives the sales and advertising executive a comprehensive picture of marketing patterns and problems in the Pacific and Mountain states. These 11 states are of particular interest to marketers because of their extreme rise in population and income during the war. Here, for the first time, this growth, in all its ramifications, is pitted against the trends active in the West from 1900 to 1940 and against the changes in the Nation as a whole.

The book is divided into six major parts including Industrial Marketing of Western Products, Agricultural Marketing in the West, Wholesale and Retail Trade, Advertising and Marketing Facilities in the West, and Canadian Post-War Marketing Problems. Handled as a symposium, each of the 23 chapters is written by an authority in the particular field. Many excellent charts and tables point up the text.

Warwick Carpenter, SALES MANAGER'S Pacific Coast Manager, considering Post-War Markets of the Western States, sums up the spirit of the work thus:

"There is too much assumption that an

economic projection from good prior figures, if called by a name borrowed from mathematics or physics, must surely reach its goal. Business projections, however, are expressions of faith. It follows therefore that such projections must have margins of error. It has always been characteristic of the people of the West that they could imagine a future greater than their present, and one in which they could believe. And that future is here today in the western states largely because they did imagine it. Out of the stuff of which the present is made, that future will be wrought."

*Planning for Jobs: Proposals Submitted in the Pabst Postwar Employment Awards*, edited by Lyle Fitch and Horace Taylor. Published by The Blakiston Co., Philadelphia. Price \$3.75.

When the Pabst Brewing Co. sponsored a contest for suggestions to maintain full employment, it was probably startled by the flood of entries. For this was no box-top contest. In the midst of war and prosperity, it required of all entrants an amount of time and mental effort quite out of line with the rushed years of 1943 and 1944.

The enormous public interest in full employment, however, was fully manifest in the contest and the plans were so diversified and interesting that after selecting the 17 prize-winning essays, the company decided to issue the best of the others in book form. This is the result: 200 proposals ranging from tax reform to share-the-work programs, a representative cross-section of the scope of public thinking.

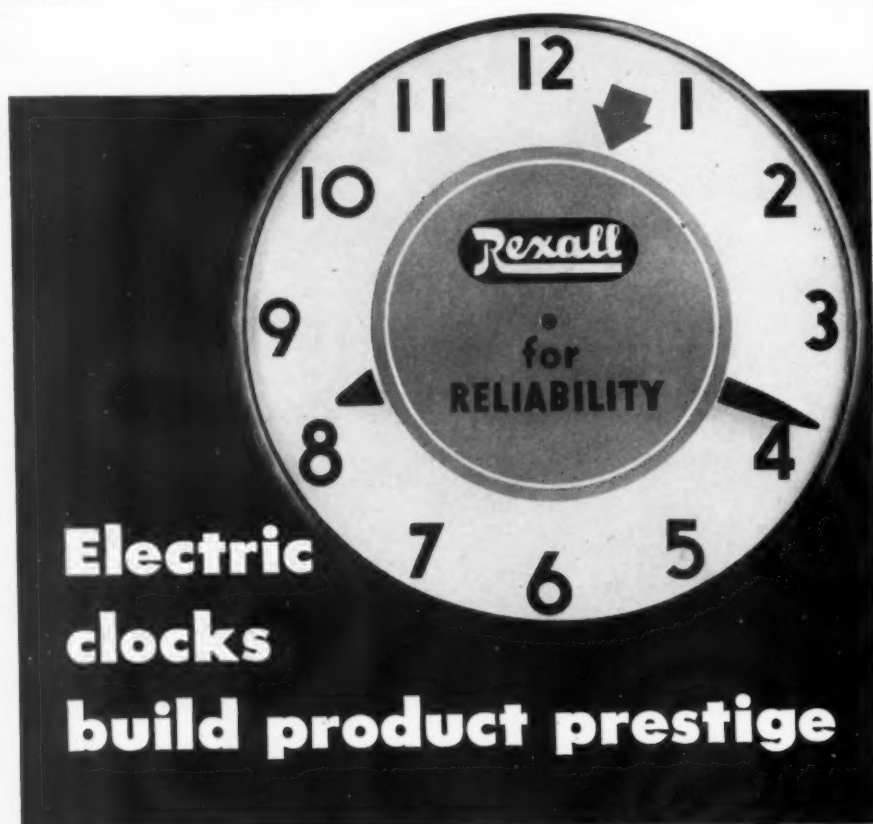
As interesting as the proposals themselves, is what they reveal about their makers. *Planning for Jobs* gives us a public concerned with a stable economy, a public willing to think in broad policy terms apart from immediate individual welfare. Such a public is a democracy's strongest asset. It is America come of age.

*Government Statistics for Business Use*, edited by Philip M. Hauser and William R. Leonard. Published by John Wiley & Sons, Inc. New York City. Price \$5.00.

The editors, Government men in the Bureau of the Census and Bureau of the Budget, respectively, have compiled an invaluable reference tool for executives who would know what Government statistics are available, the precise nature of these statistics, and where to obtain them. Each chapter is an entity and deals with a particular field, so that a man who wants information on National Income, for example, can turn directly to that section. Other chapters include International Trade and Payments, Money, Credit, and Banking, Population, Prices, Labor, Housing and Construction, and many others. Like a good raincoat, this book should be on hand at all times.



SALES MANAGEMENT



Prices and specifications subject to change without notice

**D**AY after day, electric advertising clocks in Rexall drug stores remind customers of the high quality of Rexall drugs, household remedies and toiletries. The eye-catching illuminated dials of these Telechron electric clocks build prestige where it counts—right at the point of sale.

Advertising on an electric clock is always a stopper. People *look* for a clock—*read* your name, slogan or advertising message. And a clock has as much punch after years of service as the day it was installed. The cost of the clock figures less than \$1 a year. Even this can be recaptured with a self-liquidating promotion.

Telechron advertising clocks come

in a variety of styles and colors. You can specify transparent hands to give your message full visibility. Continuous motion of arrow on second-hand gives animation... extra appeal. Precision building and Telechron's exclusive capillary lubricating system assure long, trouble-free life and low maintenance cost. For full details, write or wire Special Clock Division, Telechron Inc., Ashland, Mass.



# Want to talk shop

**Railway  
Mechanical Engineer**  
PUBLISHED IN 1931

to the men who keep  
America's trains rolling ?

Range and intent of interests suggested by type of articles that appear in *Railway Mechanical Engineer*.

**"Power Supply for Communication Equipment"** Design of motor-alternators for passenger car fluorescent lighting adapted to meet conversion needs of train communication. *Does any product of yours fit in with the increasing use of train radio communication ?*

**"Q-2 Locomotives"** Distinctive features of new steam freight power, with 4-6-6-4 wheel arrangement, designed for fast and heavy freight service. *Do you have a product that can be used for the thousands of parts that make up a modern steam locomotive?*

**"Passenger Cars 1946 Models"** Modern air conditioning and lighting . . . interior appointments . . . materials for car exteriors. *How can you help the railroad men who are shopping for new ideas in equipment?*

**"Color in the Shop"** Significant steps taken toward the interior improvement of railway shops. Better working conditions made possible by the use of paint. An obvious angle for paint advertising . . . *but how about wall cleaners and other related products?*

If your product can help the superintendents of motive power, master car builders, mechanical engineers, electrical engineers, shop superintendents, master mechanics and foremen, informative advertising in *Railway Mechanical Engineer* will find a mighty interested audience. They, as the men responsible for securing maximum performance, specify the products and materials used in the Motive Power and Rolling Stock Department of the Railroad Industry.

Keeping up-to-date on technical developments, new methods, new materials, and new equipment is all in the day's work for this group. They must know *what* metals and alloys to use for specific needs — *what* locomotive and car parts and appliances, *what* electrical apparatus and lights, glass, paints, machine tools and other shop equipment.

And they want to know *how* to use each product to best advantage.

Why *your* product should be used, where it can be used, how it can be used, what it can do and other facts about it will further enlighten this special group of railroad men who have little time for reading that isn't tied in with their job. Such advertising is likely to influence the sale of your product to readers of *Railroad Mechanical Engineer*.

Write to our nearest office for further information, including a copy of the booklet "Go On In" which describes the four publications of the Railway Industry.

Simmons-Boardman Publishing Corporation  
30 Church Street, New York 7, N. Y.

105 W. Adams St., Chicago 3  
530 W. 6th St., Los Angeles 14

Washington, 4, D. C.  
300 Montgomery St.,  
San Francisco 4

Terminal Tower,  
Cleveland 13  
Henry Bldg., Seattle 1

2909 Maple Ave., Dallas 4, Texas

**Railway Age**

**Railway Signaling**

**Railway  
Engineering  
Maintenance**

**Railway  
Mechanical Engineer**  
*Save wheels!*



**SIMMONS-BOARDMAN PUBLICATIONS**







**BOX OF 1,000 HUES:** W. M. Stuart, head of the Martin-Senour (right), proudly displays his plexiglas kit to Carl Foss and Fred Rahr, developers of the Nu-Hue system, and Harold Lloyd. It's the central cog in the color system which produces 1,000 tints and shades from six colors and gray and white.

**DECORATORS' DELIGHT:** Formula on the back of each card enables a hue to be matched in paint in ten minutes... Plastic color charts (right below) help decorators match fabrics with the 1,000 colors in the Martin-Senour system.

## Martin-Senour Color System Takes Heartaches Out of Paint-Mixing

When the customer selects the exact shade of paint he wants, the dealer can mix it in a jiffy without fear of error, because he has a fool-proof formula. He can match any one of a thousand colors, all with an inventory of six basic hues, white, and neutral gray.

**P** AINT in any one of a thousand shades can be quickly mixed to order by the retailer, under the Nu-Hue Color System developed by Martin-Senour Co., Chicago. The outstanding advantage of the plan is that the precise shade may be furnished—quickly—without the necessity of carrying large stocks, for the colors are custom-made from combinations of six basic hues with white and a neutral gray.

Requirements for furnishing paint

through this system are:

1. A Nu-Hue Color Directory, containing paint color swatches or cards in the 1,000 colors available, arranged in spectrum order for easy reference. (A "prescription" for mixing the paint in the proper color is on the back of each card.)

2. A set of nine Nu-Hue Custom Color plastic charts, showing the 1,000 evenly spaced tints and shades of the paints, to be used in matching paints with fabrics or any other articles.

3. A "Paint Bar," resembling a soda fountain, with faucets for the seven basic paint colors, and the whites and neutral gray shades—with a scale for weighing the paints, and a mixing shaker.

At this writing, only W. & J. Sloane Co., New York City, and Marshall Field & Co., Chicago, have the paint bars, but the company hopes to have supplies in sufficient quantities to be able to equip other retailers as paint dispensers by next autumn.

The system was developed for Martin-Senour by the New York color consultants, Carl Foss and Fred Rahr. It is based on the fact that all imaginable shades are variations of the spectrum colors with varying degrees of white or gray added to them. Working from this premise, the color experts

SALES MANAGEMENT

developed the plastic charts with each color "family" graduated into many shades through the addition of varying degrees of white. The charts are large rectangular Plexiglas sheets heat-welded together, with the color chips sandwiched between them for quick comparison with colors to be matched.

The next step in the program was to create seven basic organic paint colors, through scientific selection of balanced hues of yellow, red, orange, purple, blue and green; blended for easy "stepping-down" to the in-between colors in common use. The stepping-down is accomplished by addition of white and gray, according to prescribed formulae.

A practically fool-proof method of mixing colors according to prescription

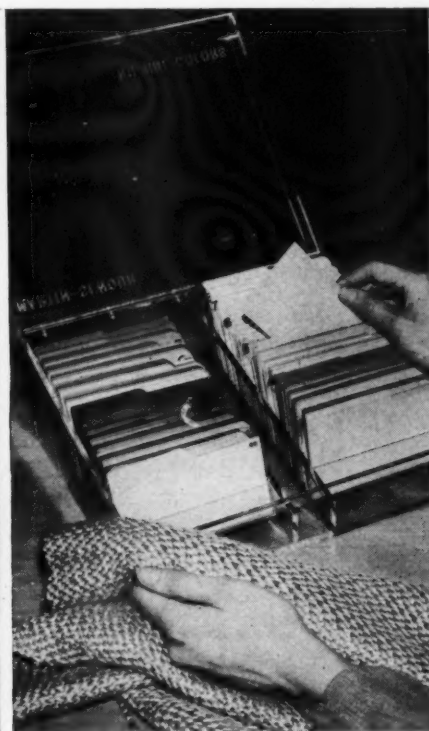
out of fashion or becoming obsolescent.

Work on the process was started seven years ago, but it reached the marketing stage only three months ago. Thus far, consumer advertising has appeared only in *House & Garden*, the April issue of which carried a full page of illustrated copy showing the 1,000-card directory in the Plexiglas case, and circles of the charts with the small colored discs—all in color, naturally. Newell-Emmett Co. is the advertising agency.

Three showmanlike demonstrations of the systems have been made to painting and decorating groups, the last on May 7, at the Annual Conference of the American Institute of Decorators in New York City. Though

Another interesting feature of the exhibit was the sets of color matches, with custom-made Martin-Senour painted samples corresponding closely to the colors of the Basic Home Furnishings Group; the colors of the *House & Garden* color promotion of this year; a Marshall Field color scheme promotion, and the current Grand Rapids Furniture Guild color co-ordination system.

To handle the Martin-Senour Nu-Hue line, a retailer would need the charts and the plastic case with the 1,000 color samples—for which the company charges approximately \$300. The weighing and mixing equipment and scales are also necessary. No special training is required for mixing the paints according to the prescrip-



was made possible through the development of the directory, or set of 1,000 color cards matching the colors in the charts, and contained in a Plexiglas carrying case. The formula for mixing each hue is on the back of the card. It is claimed that it takes less than a minute to select the match to any given color sample. Mixing the paint should usually take less than 15 minutes.

From the merchandising angle, the plan has exciting possibilities. First, it takes the headaches and heartaches out of the familiar scene of a woman standing by as a painter mixes and mixes—without getting the shade the woman has in mind. It also makes it unnecessary for dealers to carry large stocks of paint colors, and removes the threat of loss through colors going

presented last on the program of a busy day, the decorators sat quietly through the show, then bombarded the exhibitors with questions. Using charts to explain a little of the theory of color, and to demonstrate that all imaginable colors are made up of the colors of the spectrum plus black and white, the Martin-Senour representatives put on something resembling a magic show. There was a demonstration of the wide variation in the appearance of certain colors under different lighting conditions. (For this, fluorescent light, daylight-type and incandescent lights were used.) There was a liquid color mixing experiment, with two sets of fluids to show that it is possible to mix blue, and yellow to produce green (which is normal) or red!

tions on the cards; of course, the operator should be capable of following directions and of weighing and measuring ingredients carefully. Martin-Senour has on its staff experienced formulators to assist in this training. One has been standing by at W. & J. Sloane's during the probationary period of "breaking-in" an ex-service-man, who is to be in permanent charge of that store's Paint Bar.

Though the Nu-Hue Color System is based on the simple premise that there is an infinite variety of shades all composed of the spectrum colors, plus varying degrees of white and gray, its practical application to the merchandising of paint is new. It may well have widespread influence on merchandising in other fields where color is of great importance.

Another addition to  
YANKEE NETWORK *News Service*

# The WIRE RECORDER

for on-the-spot reporting  
of headline news events



Yankee wire recordings of headliners in the news; Governor Maurice J. Tobin, Massachusetts; Dr. Stoyan Gavrilovic, Chairman UN Site Committee; John Quinn, General Manager, Boston Braves.

From fires and sports to politics and courts, news as it happens is being caught by Yankee's wire recorder.

More accurately than a reporter's notebook, it gets the factual eye-witness account of the news — the scene, the action, the exact words of the headline personalities participating.

Yankee established one of the country's first independent radio news services. The wire recorder is the latest addition to facilities which have made Yankee New England's largest radio news service — with complete AP wires, International wires, direct Washington wire, Reuter's Service and a large local and regional staff of trained newsmen. Yankee has a distinguished list of commentators including Cedric Foster, Bill Cunningham and Nelson Churchill with his "Nine O'Clock News"; plus play-by-play sportscasters such as Jim Britt, Tom Hussey and Lester Smith.

Yankee "News While it is News" is on the air, on the hour, four times daily (since 1934), in addition to news flashes around the clock. The Yankee newsroom never closes.

The great range of its news sources and mechanical facilities explains why Yankee has a long and impressive list of news beats to its credit — and why Yankee's "News While it is News" is first with the New England audience.

Recent headliners  
in the News

via

Yankee Wire Recorder

★

Dean James M. Landis  
Harvard Law School

Fr. Daniel Linehan, S.J.  
Weston College Seismologist

Irving Berlin  
Rudolph King  
Mass. Registrar of Motor Vehicles

Jake Lindsey  
Winner Congressional Medal of Honor

Stanley Kyriakides  
1946 B.A.A. Marathon Winner

Joseph P. Kennedy  
Former Ambassador to Great Britain

Joe Cronin  
Manager, Red Sox

Billy Southworth  
Manager, Boston Braves

Dr. Kirtley Mather  
Harvard University

Denny Meyers  
Head Coach, Boston College

Art Ross  
Gen. Mgr., Boston Bruins

Gen. Jonathan Wainwright  
Hero of Bataan

Dick Harlow  
Harvard Football Coach

Don Budge  
Pro Tennis Star

Dr. Karl T. Compton  
President, M.I.T.

## THE YANKEE NETWORK, INC.

Member of the Mutual Broadcasting System

21 BROOKLINE AVENUE, BOSTON 15, MASSACHUSETTS

EDWARD PETRY & CO., INC., Exclusive National Sales Representative



*Take a tip from*



*Mr. Larry Blais, (left) Purchasing Agent of United Air Cleaner Division, United Specialties Co., discusses with Mr. Ralph Truesdell, Sales Representative of The Meyercord Co., uses of special types of Decalcomania Nameplates.*

## "The P. A. Is Much More Than A Buyer"

"My fourteen years in merchandising Decalcomania Transfers," says Ralph Truesdell, "have taught me that the P. A. is often much more than simply a buyer. He is frequently the friendly and helpful liaison between manufacturer and supplier, bringing together the best technical brains of each for their mutual advantage.

"The Purchasing Agent is anxious to know what you have to offer that will help him and his company. He expects to find this information in the pages of his own magazine—PURCHASING. That's one of the reasons

why our company advertises regularly in this magazine."

You, too, will find advertising in PURCHASING one of the most effective ways of assuring favorable reception for your salesmen with the men upon whom they depend for business.

★ ★ ★

For further facts regarding this productive, economical sales-making magazine, write PURCHASING, 205 East 42nd Street, New York 17, New York. Offices in Chicago, Cleveland, San Francisco and Los Angeles.

# PURCHASING



A CONOVER-MAST  
PUBLICATION



Newspaper space is valuable to the advertiser in proportion to the number of people who see the message it contains.

Our own message to the advertiser consists of two words:

More messages.

*Les Colby*  
*Editor and Publisher*

TIMES-HERALD . 243,902  
 The STAR . . . 207,859  
 The POST . . . 168,345  
 The NEWS . . . 105,231  
 as of September 30, 1945

**Times Herald**  
 WASHINGTON, D. C.  
 National Representative  
 GEO. A. McDEVITT CO.

# Shop Talk

**Bulletin, Issued with Crossed Fingers:** The foundry has delivered all of our new type with the exception of the 6 pt. Warily, we predict the birth of our new format in one of the August issues, Providence, Printers, and Production Department willing. I think, however, that the news has already leaked as far as the offices of the Whitehall Pharmacal Co., for this morning, with a perfect sense of timing, they sent over a bottle of 100 Anacin tablets!

**Sales Seminars:** The Sales Managers Bureau of the St. Louis Chamber of Commerce has just sent on to me the complete lineup for a series of 15 round table meetings scheduled weekly between now and September 27. For 10 of them, an article from SALES MANAGEMENT will form the core of the discussion.

Other sales executive groups who are looking for program ideas might like to see this partial list of subjects they have chosen. I'm giving you, along with them, the exact title of the article in SALES MANAGEMENT which is providing take-off:

- "What Traits Distinguish the Bellwethers from the Herd?" (See "What Traits Make A-1 Salesmen?", March 1, 1946.)
- "Roots of Compensation Evils" (See "Shop Talk," March 15, 1946.)
- "What Type of Salesman Makes the Biggest Hit with Buyers" (See article same title, April 1, 1946.)
- "17 Reasons Why Salesmen Lose Heart" (See "Morale in the Sales Force: What Can We Do to Keep It Healthy?" February 15, 1946.)
- "Doubling Your Dollars Spent for Sales Research" (See "How to Double Your Returns from Dollars Spent for Sales Research," May 1, 1946.)
- "Today's Challenges to Sales Managers" (See "Today's Seven Challenges to Sales Managers," April 15, 1946.)

This seems to me to be an excellent plan for pulling meeting programs down to one sharp-angled practical problem. Our SM authors serve to crystallize the issues, and the round-table meeting system gives everyone an opportunity to throw in his two cents' worth, to ask questions, to elicit experience reports from his fellow-members. If you'd like to have the complete list of subjects, I'm sure St. Louis would oblige.

**Family Album:** Lester B. Colby, SM's associate editor in Chicago, is not only a rattling good reporter, but he writes with a feather-touch which often leads the magazine's readers to assume that he is perhaps but three or four years past his majority. Actually, he has been writing for publication in more media than you could count on a centipede's legs, for around 40 years, and that figure isn't a typographical error. "I'm gray around the muzzle now," Les says of himself, "like an old beaver . . . but young in spirit."

Les Colby started his writing career when reporters roved. He explored the by-ways of news for two famous newspapers in Texas: the *Ft. Worth Star-Telegram* and the *Houston Chronicle* . . . once worked for Hearst, at another time, for the *Chicago Tribune*. He's made the *SEP*, *Ladies' Home Journal*, *Esquire*, *Coronet* and *Readers Digest* with his stuff. In the late twenties, he organized and wrote publicity for various business and professional groups in the Middle West.

If my memory serves me correctly, Colby was once a bicycle champion, but his present hobby is somewhat less strenuous: He writes jingle letters, with illustrations for his four grandchildren. They're threatening to turn them into a business, for other parents and grandparents who have seen them have begged to "subscribe" for their own moppets.

Mrs. Colby is the former Hazel Miller, fashion designer and specialist in foundation garments, who created the Artist's Model which made some history in the industry. If the Colbys fail to answer the telephone, it's because they've gone down to their farm in southern Illinois to take a look at the soy beans, to laze in a pair of old-fashioned porch rockers and just listen to the cow bells tinkle.

**"Barn-Burner," Chapter II:** We were happily wallowing around last week, in the 200-and-more letters which came cascading in over Jack Lacy's transom and ours, in response to the article, "What Makes a Star Salesman Tick?", when along came another note from Jack casually reporting that still another 145 letters had been deposited on his doorstep by his now somewhat suspicious mailman. Such a walloping kick-back is an editor's favorite heady drink. By the way—we now have reprints of the article, available through Readers' Service.

**Four-Decimal Man:** "It's only a crude guess," answered R. E. Runzheimer, back in 1931, when a client asked him what he thought about the 6-cents-per-mile auto allowance being paid the company's salesman. Said the client: "That's right. But if a flat allowance is only a crude guess, why don't fellows like you do something about it?"

It was that conversation that started Runzheimer on his career as an auto cost consultant. He started out by separating fixed from variable auto costs, and from there on he gradually developed the control system which is known in the sales world today as "The Runzheimer Plan."

Runzheimer has a broad background in sales analysis work. Back in the 20's he served at La Salle Extension University; in 1929 became director of marketing in the Chicago office of Stevenson, Jordan & Harrison. After an assignment at Thompson & Licktner he helped to organize Hadden Rabbe Runzheimer & Swisher, then established Runzheimer & Co. in 1934. The clients he has served run all the way from heavy machinery firms to infants' wear, and the studies he conducted for them included all types of market survey work, appraisal of policy, reorganization of expense control, and development of compensation plans. Among his present clients are such top-drawer names as Air Reduction Sales Co.; Aluminum Goods Mfg. Co.; General Cigar Co.; Link-Belt Co.; Ralston Purina Co.; Yale & Towne Mfg. Co. All of which is by way of background for the series of three articles on auto expense control, which begin in this issue. You'll find the first one on page 72.

**For Presidents and General Managers . . .** I urgently recommend study of a booklet just sent to me by Paul Garrett, the astute vice-president in charge of public relations for General Motors. It's called "A Case Example in Public Relations," and the major part of it is a reprint of an address made by Mr. Garrett before a meeting of the GM Management Group, in which he answered the question, "How can we build good public relationships for General Motors and its division post-war?" It's one of the finest statements of industry's over-all public relations problem that I have ever read.

**A. R. HAHN**  
Managing Editor.

## PUTTING the BEE



## on Food Production

Without the work of bees, famine would blanket the earth . . . trees would bear no fruit and our supply of meat and milk would be drastically reduced.

A colony of bees is a highly complex organization in which each member profits by the work of the others. Only by such cooperative effort can they pollinate the millions of blossoms that make our farms prosper. If each bee worked alone its efforts would be relatively ineffective.

Farmers will be able to accomplish more also if they are organized to work together. That is why the American Farm Bureau has set a goal of one million members. That goal will be reached this year. It assures unprecedented response to your advertising in —

*The Nation's*  
**AGRICULTURE**

OFFICIAL PUBLICATION FOR

**973,537**

FARM FAMILIES OF THE

★ **AMERICAN FARM BUREAU  
FEDERATION**

58 E. WASHINGTON ST., CHICAGO, ILL.



# Close Kinship with Distributors: What Makes It Live & Prosper?

We give you "The Barclay Family" . . . not a dynasty, but a group of 76 distributors who handle the products of Jas. Barclay & Co., distillers. The name was born out of their association for common benefit, and the cooperative spirit characterizes their activities.

Based on an interview with

**NEWTON E. TARBLE**

*President and General Sales Manager, Jas. Barclay & Co., Ltd., Peoria, Ill.*

**B**ACK in the early weeks of 1944, as you may or may not recall, there was a great deal of talk, worry, conjecture and excitement in the liquor business. Problems were piling up thick and fast. Distilleries were following a policy of volunteer rationing. The black market was growing. There were rumors of whiskeys running out. Distributors were getting uneasy. No one seemed able to look into the future. The industry was puzzled and gloomy.

In the midst of all this, in a matter of two or three days, Newton E. Tarble, president and general sales manager of Jas. Barclay & Co., Ltd., received letters from no fewer than six of his distributors suggesting that one of their top executives meet him in his Detroit office for a conference. There were some things about their future that they wanted to know.

If six of his distributors were that worried, Mr. Tarble reasoned, very likely many others were also disturbed. So he wired them, and as many more, to come to Detroit on a certain day to "talk it out." They all came—and in a hurry.

Since then several similar meetings have been held. Barclay has 76 distributors, geographically distributed according to markets throughout the United States. They are brought together in Detroit or at strategic points for conferences and sales planning. They call themselves "The Barclay Family."

In that first meeting of the Barclay Family, held in Detroit, nine problems were threshed out. They were:

1. The black market problem.
2. The post-war bourbon and rye market.
3. C.A.B.I. and the Bond Drive.
4. Post-war competition and what it would mean.
5. The advantage of having Barclay liquors on an exclusive basis.
6. Discussion of the number of lines a distributor can handle to his best advantage, based on the experiences of different distributors.
7. What is the best kind of service the Barclay district manager can render?
8. To what extent can distributor-salesmen handle the job?
9. The attitude of major distilleries on post-war competition.

These meetings didn't just happen



**FAMILY GATHERING:** Newton E. Tarble (above), president, Jas. Barclay & Co., says it's time to debunk the glad-handers and to talk of product. In between sales meetings (center), *The Barclay Family* magazine (left) carries distributor's own merchandising story to the others.





# THE GRAY AUDOGRAPH

## a NEW dictation instrument

When we say NEW we mean exactly that! NEW in concept, NEW in design, NEW in operating ease and voice clarity. Everything is new except the company making it: The Gray Manufacturing Co., founded in 1891 to manufacture the Telephone Pay Station invented by William Gray. The organization responsible for the development of the pay station and other electronic devices now turns its long experience and complete facilities to the production of the Gray Audograph. Here's a machine that takes up no more space (9½ x 9½ x 6") on your desk than

a letterhead . . . so light (about 13 pounds) you can tuck it under your arm and take home to catch up on office work or record a favorite news program! No other machine is designed quite like it or built so ruggedly—actually it will function perfectly tipped on its side or upside down! So vibration and shock proof you can dictate while traveling in your automobile or an aeroplane in flight! The Gray Audograph does its job better, we believe, than any dictation machine you have ever seen. It takes a booklet to describe ALL its features—send for it!



The Gray Audograph records on unbreakable plastic Flexograph discs available in three sizes: 5¼"—over ten minutes on each side; 6½"—over 16 minutes on each side and 8½"—over 31 minutes on each side.

Distributors have been appointed in New York and Hartford. Responsible persons will be selected for the Gray Audograph franchise in other cities.



# THE GRAY MANUFACTURING COMPANY

W. E. DITMARS president • 16 ARBOR ST., HARTFORD, CONN. • 230 PARK AVE. N. Y.

to be a success. There's a well defined sales philosophy behind them—a philosophy that has had a lot to do with Barclay sales jumping from 250,000 cases in 1938 to more than 2,000,000 cases in 1941, the last year of unrestricted output.

"I believe, very firmly, in collective thinking," says Mr. Tarble. "I have been experimenting with various types of group sales meetings for 25 years . . . there are all types of meetings and they produce all kinds of reactions . . . some of them very bad. There's the 'shot-in-the-arm' routine . . . and the rhetorical sales manager.

"The kind of a sales meeting I like," says Mr. Tarble, "is where the chairman draws out the best sales and procedure ideas from the group and blends them with his own ideas. Then, he takes each subject and hangs it up before the meeting so the group can collectively determine what is to be done. Every participant should have full opportunity to get in his say. Then, it is the chairman's obligation to crystallize the thinking and to state clearly the conclusions. Everyone present must be made to feel that he has actually participated in the solution of the problems discussed. When a man

gets on his feet in the presence of his business associates and puts himself on record he becomes very definitely a member of the team. What I want a man to do is to get out and work the plan after he gets home. I'm not interested in momentary enthusiasm.

Starting with that meeting in Detroit in 1944, the sales planning not only took into consideration the immediate sales problems but was aimed to take care of post-war circumstances. Peace was being considered as something within the foreseeable future. Some sort of permanent sales organization was wanted. At first the plans were not definite. A means to exchange ideas among all distributors, build confidence and a sense of security was needed.

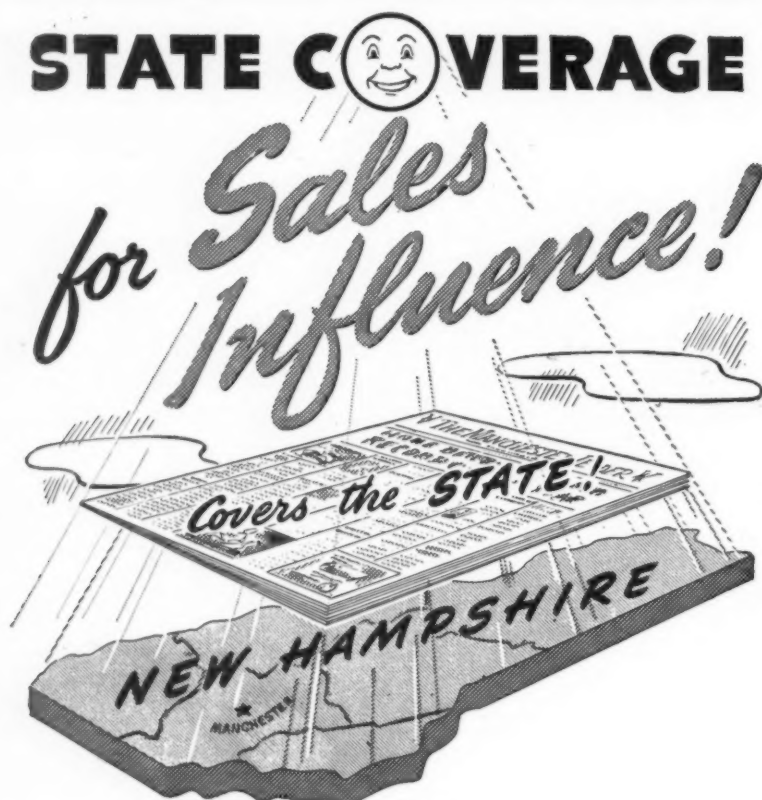
At a subsequent meeting, larger in size, the name, "Barclay Distributors Open Forum" was coined. Harry Woodward, president of Consolidated Distributors, Atlanta, Ga., was elected president. The idea, even that early, was that an interchange of ideas would be helpful to all. The primary thought was, "Let us lay our common problems on the table, find the best way to solve them, and then go home and get to work."

#### Magazine Is Born

Results were so good that in a short time most of the distributors were asking for regular meetings. Before these meetings had progressed far a feeling of unity had grown up and the distributors were referring to themselves as the "Barclay Family." In a short time the company adopted the name. To cement the feeling, it was decided, a little more than a year ago, to establish a house publication to be called *The Barclay Family*. Publishing offices were opened in Chicago.

Published monthly, *The Barclay Family* is printed in two colors, 32 pages in standard magazine size, and elaborately illustrated. Personalities are featured. Feature articles are printed telling of distributor and dealer methods and successes. Each wholesaler appoints an official reporter. Executives are encouraged to supply articles. Their by-lines are used liberally. Staff photographers round up a liberal supply of pictures.

The whole thing is extremely down to earth. In a practical roundup of methods, for example, a distributor's receptionist may be pictured with a short story; the man who checks the drivers in and out; a group picture of the invoice department; the man in charge of warehouse activities; likely there will be a sprinkling of soldiers, sailors, and marines who come home to rejoin the "family."



Eclipsing all other New Hampshire papers in circulation, the Manchester Union-Leader sheds its influence over the entire State. With news written the way New Hampshire people like it, on subjects close to their lives, the Union-Leader is the most widely read newspaper in the State. Read by one-in-every-three families in New Hampshire . . . by more than 68% of the families in the Six County Primary Trading Zones. Few

national Metropolitan dailies can match the proven claim of the Union-Leader . . . that it truly "Covers-the-State."

#### FACTS!

An "A" Schedule Market!

More factories are moving in . . . new industries . . . plus accelerated expansion of long established industries.

Chamber of Commerce reports largest payroll period in history of the city. Retail Sales at new high.

Write today for portfolio "Manchester, Your Test City."

Manchester Union-Leader, the State's Metropolitan daily . . . now over 43,000 circulation.

the **MANCHESTER**  
**UNION-LEADER**  
MANCHESTER, NEW HAMPSHIRE

NATIONALLY REPRESENTED BY GEORGE A. MCDEVITT COMPANY



# The Advertising Manager...

...His campaign is out of this world!



Once upon a time there was an advertising manager. He died. Some say it was from overwork. You know: Too many closing dates and not enough elastic in the budget. There was another school of thought on the reason for his demise... but you know how these characters in the trade like to gossip!

He got through the gates o. k. But he grumbled a bit because there wasn't an electric spectacular... or even a 24-sheet poster... to identify the place.

Once inside, he found his old desk waiting for him. He knew it was his—the one from earth—because it was stacked high with the usual assortment of V.I.P. (Very Important Papers). And he recognized the battered chair—the one he inherited when the purchasing agent made vice-president.

From force of habit, he tackled the Very Important Papers. They were all there. Proofs, layouts, and budgets. Trade papers, memos, and a losing ticket

on the Ad Club raffle. He started to give them the old executive routine: Stacking them from that pile to this, and from this one to that.

But wait! What gives? The layouts all were approved *without* revision, and the budget had been upped 50%. Heaven, you say? Well... almost.

The A. M. was all set with an out-of-this-world campaign but, from where he sat, there was no advertising medium to carry it! *To The Advertising Manager, it was just plain hell!*

There's no moral to this story, unless you count this down-to-earth reminder to The Advertising Manager that, in the Golden Gate city, The Call-Bulletin is the medium that will put wings on his out-of-this-world campaign. The Call-Bulletin offers him more daily circulation in the city of San Francisco than any other newspaper. And more daily circulation in the combined area of the four West Bay counties!

**The Call-Bulletin**  
*San Francisco's FRIENDLY Newspaper*

REPRESENTED NATIONALLY BY PAUL BLOCK AND ASSOCIATES



## WHAT MAKES A NEWSPAPER GREAT ?



"Remember Paul Bunyan, Bud? Remember how he used Lake Superior for a bath tub and combed his whiskers with a 90-foot pine tree?


"Most folks are surprised to hear that Ol' Paul invented Minnesota. But that's the truth, Bud—mainly. Ol' Paul wanted the finest playground in the world for himself. And that's what he built here in the Upper Mississippi Valley.

"Right after the Winter of the Blue Snow, when the blue water lay on the land

like puddles of sky, Ol' Paul tromped more than 11,000 holes in the ground and made the lakes. That's how come Minnesota has more lakes than any other state (although folks in Michigan and Florida hate to admit it).

"Then Ol' Paul felled enough timber to make more than 2,000 resorts, and enough hotels and cabins and cottages to shelter more than a million visitors during an average year. He hitched up his blue ox, Babe (who measured 171 axe handles, three cans of tomatoes and a plug of tobacco between the eyes), and rolled fine, smooth roads so that no city or town would be more than three hours away from the virgin wilderness. Finally Ol' Paul stocked his lakes with the biggest, fightin'-est fish he could find. He filled the forests with deer and moose. He crowded the prairies with pheasant and partridge, and V'd the autumn sky with long flights of ducks and geese. Then Ol' Paul sat back and said to himself, 'Brother, the man who can't find fun in this state just ain't ALIVE!' "

Want to know more about Ol' Paul's playground? The Minneapolis Star-Journal and Tribune employ several of the country's best outdoor and recreation writers to keep native Minnesotans and visiting vacationists informed about the wonders of Bunyanland. Tip: Ed Shave, Minneapolis Tribune outdoor editor, says this looks like a record resort season. Some Minnesota resorts are already booked solid for the summer. If you plan to come, be sure to have a confirmed reservation FIRST. Or drop a line to Ed Shave. He'll do his best to help you.



**400,000 Daily**  
**465,000 Sunday**  
in the  
**Paul Bunyan Market**

# Minneapolis Star-Journal \* \* \* Minneapolis Tribune

EVENING

JOHN COWLES • President

MORNING & SUNDAY

SALES MANAGEMENT



EDITOR'S HUDDLE: Sales discussion by *The Barclay Family's* editor, M. W. Reinig (center), Newton E. Tarble, and N. M. MacDonald (right), merchandising manager

If someone comes up with a good merchandising idea, no matter who he may be, he's likely to make the magazine's pages. When a district sales meeting is held a photographer is likely to be on hand to take a picture of the business meeting or the dinner that follows. Attractive windows or displays, new store fronts, successful types of taverns get attention.

"Hot questions may be discussed with candor as, for example, tie-in sales which have been used by some wholesalers during the war years to force unwanted goods on the helpless druggist or dealer. Such subjects are handled without gloves as is shown by this quotation:

"The retailer is going to do one of two things when he has the opportunity. First, he will remember the wholesaler who made him buy what he did not want in order to get what he did want. Whenever possible he will give the bulk of his business to the distributor who treated him fairly. Or, come normal competitive conditions, he will insist that the distributor take back for full credit, local laws permitting, the dead stock which will be stacked in his basement."

The tone of the publication throughout seems to be that the Barclay plan of operation is strictly on the side of the distributor and the dealer. Its pages sing with the idea that "we're for you." It all tends to build up a solid front.

"There are too many personality boys in salesmanship," says Mr. Tarble. "These fellows bust in on a buyer all smiles and handshakes. They open up with, 'Can't I take you to the ball game? How's the fishing? Have you been hunting lately? How are the kids?' That's all right in its place

and time. What I want a salesman to do is to say, 'Can you give me 15 minutes of your time? I've got something that means business and profit to you.' I want him to sit down and make his points, his sales points, quickly in one, two, three order. After the real purpose of his call has been attended to—then bring up the sports, fishing, etc.

"We are going into an era of competitive salesmanship, a period of good, sound, common sense selling. It's time to debunk the glad-handers and talk of product and what it will do. I believe it is possible to take almost any group of salesmen in the United States today and by proper education and training make them 33% better salesmen than they are right now. Salesmanship has deteriorated with the ease of wartime selling. Too many salesman have gone fat."

Jas. Barclay & Co., Ltd., some years ago desired to round out its line with a premium quality whiskey. It has to meet other brands competitively, which meant in price as well as quality. It chose to establish in the United States market what it calls "a grand old Canadian name, a whiskey known as Corby's."

Its present purpose is to establish it on this side of the international line as one of the first five or six blended whiskeys.

To achieve this end it asks distributor-salesmen to create and use what it calls "planned selling ideas" which apply particularly to Corby's. The following 13 sales points serve as an example of ideas submitted which distributor-salesmen bring to the retailer servicing the public.

1. Always say *Corby's Reserve*. Tell the story of the package, the label, the

**Friend,  
Neighbor  
Adviser to  
6,000,000  
Farm families**



**County AGENT  
VO-AG TEACHER  
OR  
EXTENSION LEADER**

If your farm magazine schedule doesn't include *Better Farming Methods*, you're missing the "Influence Market" of the entire farm field. *Better Farming Methods* reaches 14,000 County Agents, Vo-Ag Teachers and Extension Leaders, who influence the thinking, working, and buying habits of 6,000,000 farm families. To sell these men whose nod can often outsell your best salesmen, use *Better Farming Methods*—for 18 years their business magazine.

14,000 CCA Circulation



WATT PUBLISHING CO., MOUNT MORRIS, ILL





*"But what I get out of it is that Solid Cincinnati reads The Cincinnati Enquirer"*

Quite right. The big thing about The Enquirer is that it reaches *Solid Cincinnati*. But a circulation gain of 46.1% for The Daily Enquirer and a 15.0% gain for The Sunday Enquirer during the past ten years, are not something we exactly want to keep as top-drawer secrets. Nor the fact that while the circulation of The Enquirer was making this solid growth, the circulation of the two afternoon papers slipped off 7.0 and 9.5 percent. Today, The Enquirer enables you to reach *more* of the solid, substantial families of this great 1,155,703 population market than ever before. Represented by Paul Block and Associates.

*Use The Cincinnati Enquirer to get in solid with Solid Cincinnati*

parrot on the bottle. The Corby name carries across the bar and from the package store shelves and leaves an impression of quality. The label is printed in bank note style on bank note paper. Corby will have a distinguished glass bottle when available.

2. *Corby's Reserve* is a grand old Canadian name, made under the supervision of an expert Canadian blender.

3. Speak of the parrot and its significance on the bottle, in the advertising, on outdoor posters and point-of-sales for identification; a national symbol of Corby.

4. Mention the profit margin for bars as a pouring whiskey; its profit from turnover and volume in a competitive market.

5. Point out that it is a completely balanced whiskey, light-bodied; sociable and palatable.

6. Emphasize its uniform taste since introduction.

7. Speak of local market endorsement and use of the product such as the Minneapolis Club in the Minneapolis market, and so forth.

### Michigan Sales Gain

8. Don't forget to tell how it went from 45th place to 6th place in six months when introduced in Michigan before the war in 1941.

9. Remind the buyer that many people in the trade who know whiskey best drink Corby's in their homes.

10. Point out that regardless of family income, Corby's is a preferred blend in all types of homes.

11. Corby's will be a type and classification of whiskey which will represent 60 to 80% of whiskey consumption in the United States for years to come.

12. Corby's is acceptable and can be used as an all-purpose whiskey in all types of drinks.

13. Corby's has had the most consistent and effective sales campaign since its introduction: (a) national magazine advertising in color; (Use the circulation survey.); (b) newspaper advertising in key markets; (c) business paper advertising; (d) spectaculars; (e) point-of-sale advertising.

"One other thing is wanted," says Mr. Tarble. "We want the salesman to go out and put our sales ideas into effect and into his effort. With these plans we are ready to meet competitive selling."

### "SELLING SIMPLIFIED"

By Leon Epstein, Sales Counsel

This stimulating series of pocket-size "refresher" booklets will help you sell. Several hundred thousand copies already distributed by executives to salesmen and customers; as enclosure and give-away. Available titles: (1) How to Say Hello, (2) Your Name Please, (3) Through Sales-Colored Glasses, (4) Calls and Calluses, (5) Selling Simplified, first title of series. The set of five titles \$1.00. Single copies 25c. Sales Research Institute, 103 Park Ave., N. Y. C.



*A sign of  
good living  
in Rochester!*

**M**ORE and more skilled workers are being employed at General Motors' Delco Appliance Division as a greatly expanded dealer organization sends in more and more orders for comfortable, convenient, automatic DELCO HEAT.

AND like most other Rochester workers, Delco Appliance employees are specialized craftsmen who enjoy steady employment and substantial pay checks!

ONLY 12 other cities equal Rochester's value of industrial production. But Rochester's per capita value is highest of all! These skilled, high-wage, finished product workers make more, spend more to live better!

GOOD living also prevails throughout the rest of the 655,000 Rochester market of 267 prosperous communities and one of the richest farm areas in the East — all dominantly covered by Rochester's two fine newspapers!

Known throughout the nation, these products help give Rochester highest per capita value of manufactured products among all the large cities!



Adler-Rochester Clothes  
Bausch & Lomb Optical Goods  
Beech-Nut Coffee  
Blue Label Ketchup  
Bond Clothes  
Clapp Baby Foods  
Cutler Mail Chutes  
Delco Automatic Heat  
Eastman Kodaks  
Evening in Paris Cosmetics  
Fanny Farmer Candies  
Fashion Park Clothes  
French's Mustard  
General Railway Signals  
Gleason Gear Cutters  
G-M Auto Accessories  
Graflex Cameras  
Hickey-Freeman Clothes  
Hickok Belts and Braces  
Mason & Hamlin Pianos  
Matrix Shoes  
Michaels-Stern Clothes  
Pfaudler Glass-lined Tanks  
Ritter Dentist's Equipment  
Shur-On Glasses  
Snider's Catsup  
Stromberg-Carlson Radios  
Superba Cravats  
Taylor Thermometers  
Timely Clothes  
Todd Protectographs  
Women's Arch-Aid Shoes

**TIMES-UNION**  
Evening

**DEMOCRAT & CHRONICLE**  
Morning and Sunday

**ROCHESTER, N.Y.**

The Gannett Co., Publisher of 21 Family Newspapers.

Representative—J. P. McKinney & Son

Los Angeles Chicago San Francisco New York

# take a letter, please...

RARE IS THE WEEK in which WOR doesn't receive a letter from a sponsor, or his agency, happily confirming the job that this great station does. And little wonder, when one comes to think of it; for WOR has nudged its way neatly into more homes with radios (3,440,000, to be exact) from 6:00 am to Midnight, than any other station.

The cost? Why, Gentlemen, in most cases it's... Well, bus fare, really. For instance, one man who makes something for people to buy, is now chatting pleasantly — and profitably — with very responsive listeners every day — in more than 198,000 homes\* — for the very comforting sum of less than 51¢ per-thousand homes.

That, we think, is not only in the best bargain counter tradition, but tends to lift the hair one has (and prompt the growth of that one hasn't) when one considers how many people are in that more-than-198,000 places in which those people live.

\*and that's not the case one month, or two months, or three months, but based on an every day performance for a five months' average!

—that power-full  
station

at 1440 Broadway, in New York

# WOR



mutual





If You've Written a Letter That Gives  
an "Extra Satisfied" Feeling, Send It  
in. It May Win a Round Table Prize.

### An Advertising Promotion Letter Built on Analogy

Promotion letters designed to sell advertising space are hard letters to write. Here's one of a series sponsored by *Poultry Tribune* which has a nice informal feeling, and a high degree of readability because of the unusual opening and follow through of the opening idea:

"I'll have to get a special wrench for that," my garageman said the other day when our car needed a bit of attention.

"The special wrench with its several fancy crooks and bends reached right into a seemingly inaccessible place and tightened a bolt.

"How like a specialized farm magazine, I thought!

"When farmers specialize they face many unusual problems. Often they must have information that will give them the specific answer on disease, housing, ventilation, insulation, transportation, nutrition, etc. That's when they, too, need a 'special wrench.' It's a specialized farm magazine on that specialty.

"One such outstanding specialized farm magazine is *Poultry Tribune*. (See June issue attached.) Nearly a half million farmers will turn to it for special help this month.

"And equally important to you is the fact that this special 'information wrench' also produces results for you. Naturally such intense interest not only brings to the reader technical editorial information on the problem in hand, but it also exposes him to the commercial products featured.

"Every manufacturer is eager for that kind of reader interest. Those who advertise in *Poultry Tribune* regularly know how this interest is translated into inquiries and purchases. For each of the past 18 years advertisers have found it profitable to invest more money in *Poultry Tribune* than in any other specialized farm magazine. It's a good 'wrench'."

### A Message to Newcomers About Their Future

Columbian Steel Tank Co., Kansas City, takes first prize money this month with a letter signed by the plant superintendent which is directed to each newcomer to the factory production line. A fine sample of a letter based on the consciousness of management of the necessity for getting good industrial relations off on the right foot:

"The Columbian Steel Tank Company was established in 1893 by our founder, Andrew A. Kramer, who today is still very active in the management of the company. Before going into business for himself, Mr. Kramer had been employed by others as you are now employed by this company. His work had been similar to many jobs here, for he was a skilled tinsmith. Many of our older employees will tell you that in earlier years Mr. Kramer helped with his skill and worked many hours in the shops of this company.

"Mr. Kramer is a shop man and fully recognizes the important part each individual workman has contributed to the success of the Columbian Steel Tank Company. It is for this reason that many of the supervisory and management jobs are held by employees who have never known any other employer.

"Our business is highly competitive and the manufacture of many products cannot be justified except when we are operating at maximum efficiency. This demands the co-operation of each individual in doing a full day's work every day safely, and always being alert to the constant need for maximum production.

"Only in this way can steady jobs be provided to produce products for a competitive field. Remember that your job is

actually made by the customer who buys a Columbian product because he gets more than he expects or because it is a better product than may be secured elsewhere.

"Each employee here has a future that is dependent only upon individual skill, training, willingness to learn, and to accept and execute responsibilities. We sincerely believe you get out of something only as much as you put into it. With this thought, we earnestly hope that you grow and progress in your work here; for the Columbian Steel Tank Company will grow and progress only in direct proportion to the loyalty, efforts, and co-operation of the individual employee."

### How to Pre-Sell a Prospective Dealer

The Pioneer Co., Pittsburgh, used a complete series of sales letters to stimulate interest on the part of dealer-prospects in the company's "Packaged Home" sales plan. In the letter we reproduce here—the final one in the series—the firm introduces its own salesman and emphasizes his ability to provide thoughtful counsel:

"You were promised that we of The Pioneer Company would make every effort to bring to you the best and most practical presentation of our program. Our Mr. Joseph Jones will be in New York State the 27th of this month and will be in New York City very soon thereafter. He will appreciate an opportunity at this time to help you work out the final details of your package-home sales plan.

"Naturally, many questions which might arise in your mind with regard to Pioneer can be answered more effectively in person than is possible in correspondence and I am sure that you will find pleasure and profit in discussing the service which Pioneer is preparing to give its dealers.

"Among the large group of dealers who now hold Pioneer Franchises, there are some whose sales volume in 1945 tipped \$2,000,000; many exceeded \$1,000,000; others, however, averaged much less. Every one has felt the prod of keener competition to come—competition to provide homes with built-in livability at a reasonable price.

"The collective power of Pioneer as a buyer, and its determination to a man to insure future profits through aggressive merchandising of a controlled brand, gives security and promise to participation in this forward looking program. It is my sincere hope that after you have had the opportunity to sit down with Mr. Jones you will decide that you will join with us."

### ROUND TABLE PRIZE WINNERS

R. S. ROBINSON

Advertising Manager

Columbian Steel Tank Company

Kansas City, Mo.

TOM TOWLES

Executive Vice President

House of Comoy, Inc.

New York City

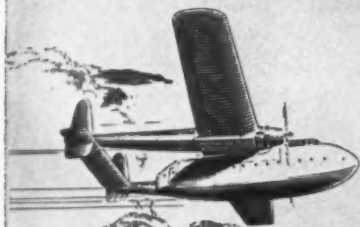
L. P. MacQUEEN

The Pioneer Company

Pittsburgh, Pa.

# HEADLINES and HEADLINERS

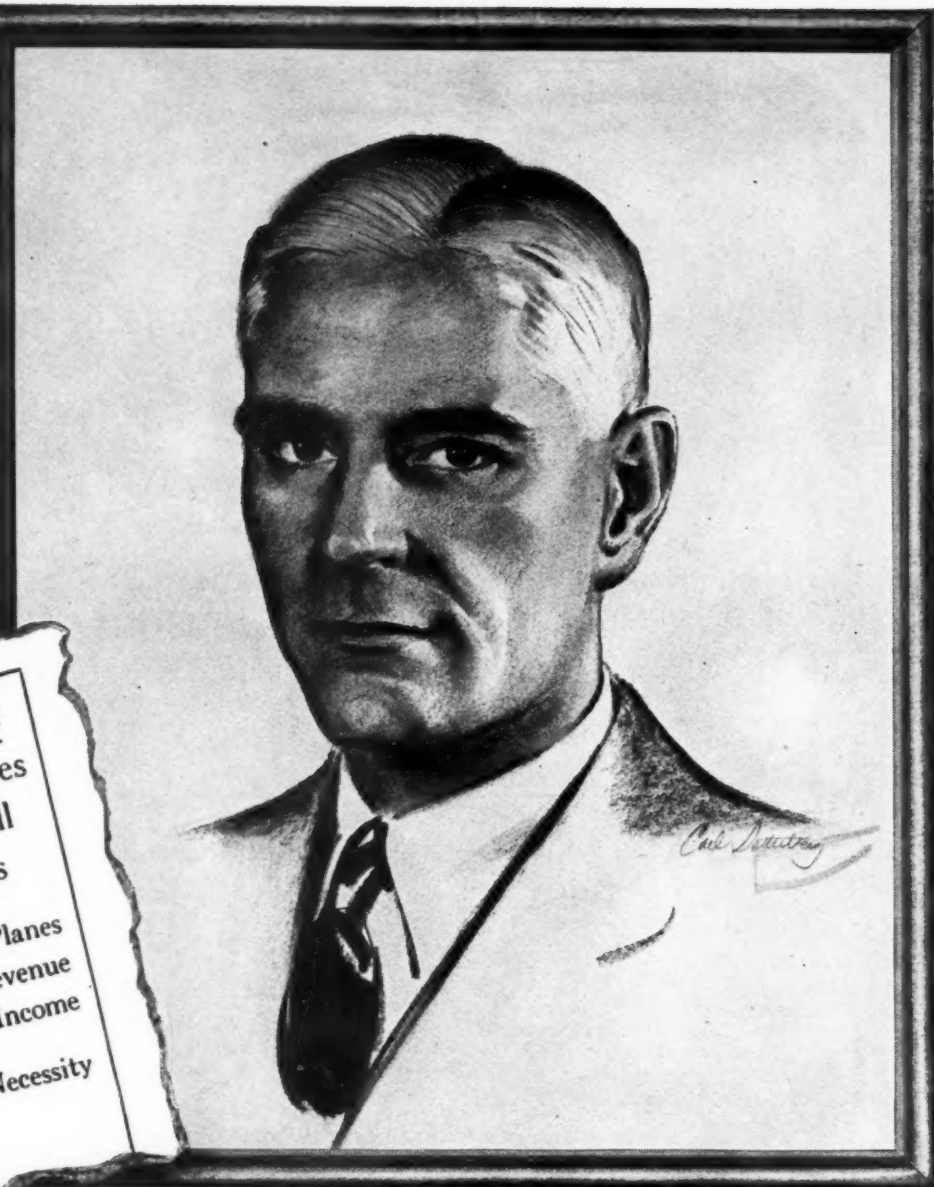
No. 21 in a series



**\* Air Freight's Future**  
**Network of Cargo Lines**  
**To Crisscross U.S.; All**  
**Carriers Plan Services**

Price  
 Vision Fleet of 600 Planes  
 Within Five Years, Revenue  
 Equaling Passenger Income  
 Sharp Rate Cuts a Necessity

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**MR. J. CARLTON WARD, JR.,** President, Fairchild Engine & Airplane Corp.

"THE complete reporting and keen interpretation of business news published in The Wall Street Journal has been of great value in keeping our organization up to date with developments in the aviation field. All

the accurate information we can get concerning this and allied industries is eagerly sought by our staff. We find that The Wall Street Journal is our choice for business news that 'hits home' every time."

*J. Carlton Ward Jr.*



"Like most important business news, this story appeared first in The Wall Street Journal. That's why this national daily is 'must' reading for business men who need to be fully, accurately and quickly informed. And that's what provides such an unusually responsive audience for advertisers."

**The ONLY National Business Daily**  
 Published simultaneously on both coasts

# House Organ Sells Full Line in Firm Where Salesmen Are Specialists

Each of Bakelite's technical representatives concentrates on industrial applications for but one of the company's products or product-lines. But the "Bakelite Review" publicizes the entire family of products to build one-application users into bigger buyers.

BY MATHILDE ZWILLING

**T**HE manufacture of synthetic raw materials is becoming one of America's largest industries, engaging such corporations as E. I. du Pont de Nemours & Co., Union Carbide and Carbon Corp., and Monsanto Chemical Co. These raw materials manufacturers have their own specialized selling problems which arise from the extraordinarily varied nature of their output.

Bakelite Corp., Unit of Union Carbide and Carbon Corp., New York City, is a case in point. Bakelite manufactures and markets a full line of thermoplastic and thermosetting resins

under the two trade-marks "Bakelite" and "Vinylite," but the company sells these resins through 11 separate divisions. Furthermore, each division is in itself a complete company with its own engineering and sales problems, its own personnel, sales manager and sales force, and its own customers.

To knit these separate divisions together in a common promotion becomes a primary selling need in an organization so rigidly divided. Bakelite is successfully solving this problem with a publication geared as a powerful sales tool. Published quarterly, *Bakelite Review* steps far beyond the

usual limits of the company magazine—both in its editorial quality and varied circulation. And it is the representative voice of Bakelite Corp. as a whole, comprehending all 11 divisions.

The Bakelite trade-mark gives the cause of the corporation's sharply divided organization. The trefoil stands for the elements earth, air, and water, while the mathematical symbol of infinity symbolizes the numberless products the elements combine to form. The synthetic resin (plastic) manufacturer actually produces many different raw materials. Thousands of formulas are employed and the product, when it leaves the factory of its origin, looks different, is different and is used in a different way than its many relations. Thus the 11 Bakelite divisions are vital in broadly classifying and handling an infinite number of products.

The graduate engineers—Bakelite calls them technical representatives—calling on manufacturers who use and fabricate "Bakelite" and "Vinylite"

## Bakelite Sales Divisions

### Thermosetting Department:

#### 1. MOLDING MATERIALS DIVISION

This division handles two types of molding plastics, phenolics and polystyrene. The multi-colored polystyrenes have a growing future as jewelry, packaging, and radio parts.

#### 2. CAST RESIN DIVISION

The cast resins boast a transparency, high color, and brilliance of finish which suit them admirably to consumer use.

#### 3. BONDING DIVISION

The glass wool used in Fiberglas and other major insulation products is bonded into handy batts with "Bakelite" resins.

#### 4. LAMINATING DIVISION

Strong, fire-resistant, decorative laminates and laminates used industrially for heavy-duty gears, antenna housings, etc., are fabricated with "Bakelite" laminating varnishes.

#### 5. RESIN GLUE DIVISION

Formulated of urea and phenolic resins, "Bakelite" glues are used in bonding plywood, in impregnating veneers.

#### 6. VARNISH RESIN DIVISION

Marine paints and varnishes fortified with "Bakelite" resins provide maximum protection against moisture, salt sea air, and weathering. Furniture varnishes so based dry rapidly and resist marring, heat, and alcohol.

### Thermoplastics Department:

#### 7. WIRE AND CABLE MATERIALS DIVISION

A new concept of elastic plastics used in wire and cable insulation resists moisture, flame, oxidation, and abrasion.

#### 8. SHEET AND FOIL DIVISION

Closely allied to Division 9, this section concentrates on industrial sheeting and strong, transparent packaging.

#### 9. CONSUMER FILM AND SHEETING DIVISION

This flexible "Vinylite" plastic sheeting has application in such consumer products as never-crack raincoats, colorful shower curtains, chair backs and seats, women's shoes, and as laminates giving longer life to fabrics.

#### 10. COATINGS AND ADHESIVE MATERIALS DIVISION

"Vinylite" resin coatings are literally "sprayed-on packages" providing a thick film which protects glass and metal forms during shipment and storage. In fine thicknesses and water-white color, "Vinylite" plastic coatings are used as linings for food and beverage containers.

#### 11. CALENDERING, MOLDING AND PRINTING MATERIALS DIVISION

For aircraft windshields, transparent three-dimensional displays, non-electrical instrument crystals, combs and tooth-brushes, "Vinylite" rigid plastics have proved their fitness.



# for Campaigns that "CLICK"

**D. H. AHREND COMPANY**

*Creative Direct Advertising*

325 to 333 EAST 44th STREET • NEW YORK 17 • MURRAY HILL 4-3411

LET US SHOW YOU WHY • NO OBLIGATION OF COURSE.

## Another Industry Joins Winston-Salem's Growing Family

The addition of a Western Electric Company plant to Winston-Salem's growing industrial family is just another indication that this ACTIVE market is "on the march".

Large numbers of people, gainfully employed in industries that are permanent is the advertiser's assurance that he can plan for year-'round selling and KNOW that Winston-Salem is STEADY . . . that its people are well able to buy the things advertised through the columns of the

**JOURNAL and SENTINEL**

Winston-Salem, North Carolina

National Representatives: KELLY-SMITH COMPANY

plastics are highly experienced in specifying the exact formula for each manufacturer's needs and in assisting with application and proper product design. But these technical representatives each represent only one division as no man could command thoroughly the techniques of two or three. And since only one representative works regularly with the customer, the manufacturer using the materials and services of one division might be entirely unaware of how the materials sold by the other 10 divisions could meet his needs. For example:

The can manufacturer using a "Vinylite" resin coating for his beer cans would be dealing with a Bakelite engineer in Division 10—Coatings and Adhesive Materials. This engineer would be conversant with all the possibilities of thermoplastic coatings for metal, cloth, paper, wood, glass, and concrete, and the manufacturer would be receiving the service he knows he needs. But suppose he is thinking about molded caps and closures. Bakelite has made great strides in molded closure research and works closely with fabricators to improve these operations. This material, however, is handled by Division 1. The problem is to tell the manufacturer about it.

### Stating the Problem

The manufacturer of silver tableware, as another instance, may box the flatware in a colorful case molded from "Bakelite" polystyrene, a product of Division 1. This manufacturer might deal occasionally with a Bakelite representative, but as he is using a finished plastic product he would work largely with a molder company, such as Eclipse Moulded Products Co., or Prolon Plastics, Division of Propylac-tic Brush Co.

This silver manufacturer is probably in the market for improved manufacturing processes, for aids in the war against wear and corrosion. Protective "Vinylite" resin coatings that withstand the attack of strong sulphate, sulphuric acid, and other highly deteriorating solutions, might give his costs a sharp down-turn. Such linings are formulated by Division 10, with which the beer can manufacturer is familiar. But again, the problem is how to tell the silver manufacturer about them; how inform him that he will probably want to talk to a fabricator's representative, perhaps from Plastic Lining Corp., a leading fabricator of "Vinylite" materials.

*Bakelite Review* solves this problem by merchandising the entire line. Each of its four yearly issues presents a well-balanced selection of products

SALES MANAGEMENT

# SHOE STORES SEEK NEW LINES



## Substantial Increase in Accessory Volume Forecast by New Survey

Large-scale entry of shoe retailers into the field of accessory selling is indicated by a survey just released by the Boot and Shoe Recorder.

Analysis shows that 84.7 percent of the nation's shoe retailers are now operating accessory departments, and 81 percent of these expect to add still more new lines.

### Most Popular Items

The merchants questioned, a representative cross-section of urban and rural leaders in all parts of the country, are now handling the following items in established accessory departments.

Handbags.....	55%
Hosiery.....	80%
Shoe Ornaments....	56%
Polishes and Cleaners.....	84%
Shoe Laces .....	83%

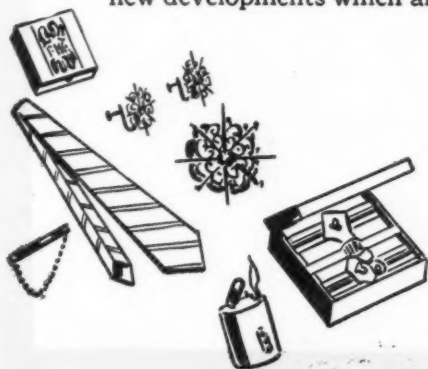
### Thousands of Stores now Ready to buy

A conservative prospectus of returns to date indicates a huge extra market for many lines. Indicated number of stores planning to buy various new lines is as follows —

<i>Number of Stores</i>	<i>New Women's Lines Wanted</i>
3900	Gloves
3705	Costume Jewelry
3022	Luggage
2795	Compacts
2730	Mittens
2535	Handkerchiefs
2177	Belts
1462	Lipsticks
<i>Number of Stores</i>	<i>New Men's Lines Wanted</i>
5070	Billfolds and Wallets
4680	Belts
3932	Suspenders and Garters
3445	Neckties
3315	Gloves
2045	Tie and Collar Clasps
1950	Cigarette Lighters
1787	Toilet Kits
1072	Cuff Links

## YOUR NEWS IS IMPORTANT NEWS

... to Recorder Readers. If you want to climb on the bandwagon of this expanding accessory market ... if you have any news of products or policies to tell shoe retailers ... tell it where they read it. Tell it in the pages of the Boot and Shoe Recorder ... where the industry's leaders look first for information about the many new developments which are so rapidly changing the shoe merchandising picture.



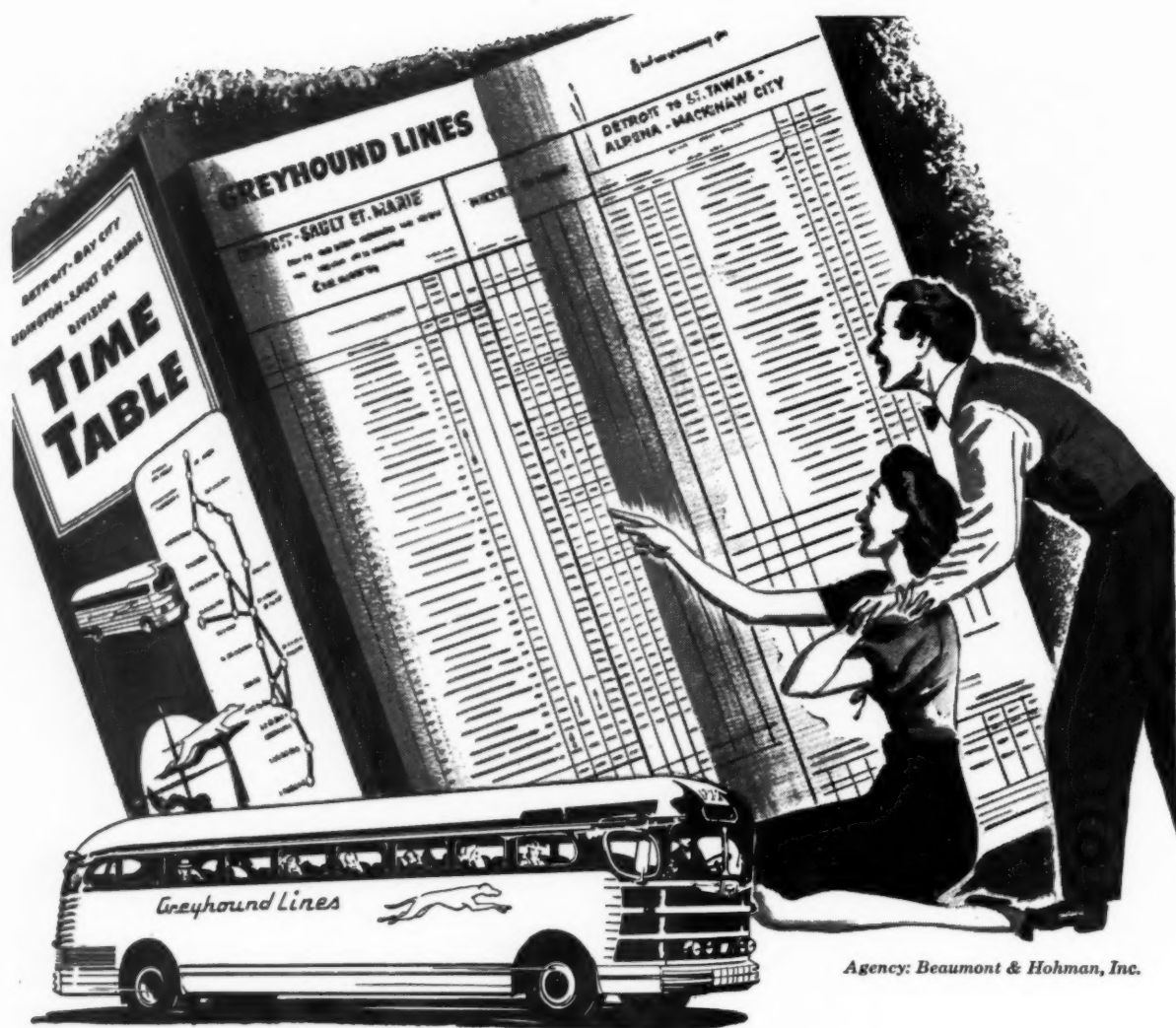
## BOOT and SHOE Recorder

NATIONAL VOICE OF THE TRADE

Published Twice Monthly

A Chilton  Publication

100 East 42d Street, New York 17, N. Y.



Agency: Beaumont & Hohman, Inc.

## Greyhound Buses and Booth Newspapers

Market coverage is important to bus companies and newspapers alike, and Greyhound Buses and Booth Michigan Newspapers both cover their markets completely. Currently, Booth papers are playing an important part in promoting vacation travel over Greyhound lines.

You, too, can buy a ticket to one of America's most important markets through Booth Michigan Newspapers. You can cover the major part of Michigan's "Other Half"\* with practically house-by-house coverage of eight of

## BOTH Get Around!

Michigan's key markets. Combined daily circulation—over 360,000 copies.

**For specific information on  
Booth Michigan Markets call:**

**Dan A. Carroll, 110 East 42nd Street,  
New York City 17**

**John E. Lutz, 435 N. Michigan Avenue,  
Chicago 11**

*\* 2,602,055 Michigan buyers live outside the  
Detroit trading area.*

## BOOTH *Michigan* NEWSPAPERS

GRAND RAPIDS PRESS • FLINT JOURNAL • KALAMAZOO GAZETTE • SAGINAW NEWS  
JACKSON CITIZEN PATRIOT • MUSKEGON CHRONICLE • BAY CITY TIMES • ANN ARBOR NEWS



and processes drawn from practically every division. When one or two may not be in the January spotlight, April's *Review* will treat them well. Though no issue ever runs over 32 pages, the publication consistently ranges over the wide field of "Bakelite" and "Vinylite" plastic applications.

Striking and attractive in appearance, with front and back covers printed in full color and many color illustrations throughout, *Review's* comparative brevity, heavy glossy stock, and fine layout are strong factors in its reader acceptance.

### What Review Prints

In the *Review* for October 1945, the lead article discusses the tremendous market for building remodernization and the many uses of Formica laminates in remodernizing interiors and public places. Handsomely illustrated in full color, the article stresses the Formica name, mentioning the "Bakelite" raw material only in passing.

This is consistent with Bakelite policy of publicizing the fabricators, a vital link between the raw plastic producers and the manufacturer. Although Bakelite Corp. will itself engineer certain industrial applications, the actual conversion of the resins into usable forms is largely undertaken by these middlemen. Therefore, *Review* brings into prominence, wherever possible, the work of a fabricating company, thereby winning the fabricator's goodwill, increasing his business, and indirectly promoting its own company's materials.

Also in the October issue, *Review* announces the culmination of 17 years of research in the release of "Vinylite" plastic discs for home records. Long used in transcriptions for radio stations and professional recording, "Vinylite" plastic discs have a tone fidelity, lack of surface noise surpassing any material ever used. And they don't break. An article reviewing the close association between plastics and radio, showing the various important radio companies' use of "Bakelite" materials, treatments of "Bakelite" resin bonded boats, and the use of plastics in producing radomes—housings for radar units, are also featured.

Many smaller items are interspersed. One page each is given to new uses of "Bakelite" and "Vinylite" plastics in the electrical and consumer products field. Every product mentioned is illustrated, and the detailed treatments photograph the product in many stages and in use. Finally, each issue includes a department called "Current Literature," in effect a number of illustrated reviews summarizing the four or five most important books or book-

lets concerned with plastics.

*Bakelite Review's* large external circulation has been built entirely by requests and covers a highly diversified readership. Three main categories of enterprise, descending the scale from raw material to finished product read the *Review*:

1. Plastic fabricators or companies with plastic departments, an ever growing list.

2. Manufacturers using already fabricated plastics either for industrial or consumer products. Many of these manufacturers receive *Bakelite Review* at the request of the fabricating companies whose customers they are.

3. Retailers, jobbers, and distributors of plastic products to the consumer. These men are farthest from contact with the raw materials company, yet many have requested a place on the *Review* list. Should they, however, like to request it for their customers, the general public, they haven't a chance. Bakelite Corp. just isn't putting *Review* on the newsstands.

### Extends Awareness

It does, however, accede to requests from libraries and chemical departments of colleges and universities. As *Review* aims primarily to educate its readers in the development of a new field, Bakelite gladly sends it to such educational institutions.

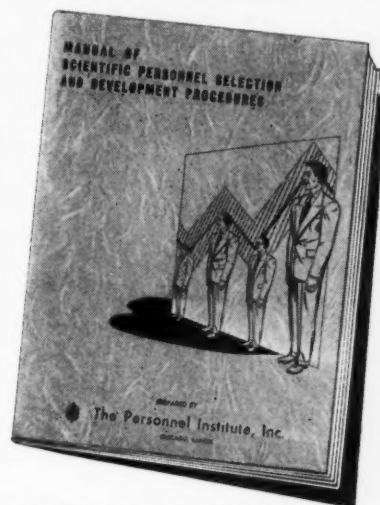
Thus, on down the line, *Bakelite Review* extends the chain of awareness of plastics—"Bakelite" and "Vinylite" plastics—in all their infinite forms and uses.

In addition to the fact that *Review* must be requested before it can be obtained, Bakelite sells each copy with a covering letter, personally addressed to its recipient. The letter with a catchy headline such as "A world of plastics in 32 pages" highlights the issue and is signed in ink or a very reasonable facsimile.

In all, *Bakelite Review* presents clearly and graphically a stream of information which unifies the entire line, informs the beer can manufacturer of what, outside of lining his beer cans, Bakelite Corp. and the fabricators can do for him; tells the fabricators that the corporation is aware of their achievements and is making them known; reveals to the distributors that they are handling the newest and finest products, products with increased usefulness and greater public appeal.

Should the manufacturer become interested by *Review's* generalized treatment of some new development or process, he is invited to write Bakelite and request a specialized booklet. He may even ask to have a technical representative call on him.

## 1136 FIRMS HAVE PURCHASED THIS HIRING MANUAL



### WHAT IT CONTAINS—

THE PERSONNEL INSTITUTE HIRING MANUAL contains a clear and concise presentation of the NINE BASIC STEPS IN THE PERSONNEL INSTITUTE SCIENTIFIC PERSONNEL SELECTION PROGRAM.

1. JOB DESCRIPTION—To clarify the job to be filled.
2. MAN SPECIFICATIONS—To suit the man to the job.
3. COMPREHENSIVE RECRUITING—To give you a choice.
4. PRELIMINARY INTERVIEW—The scientific substitute for "First Impressions."
5. PERSONAL HISTORY INVENTORY—To help you obtain complete pertinent information on the background of your man.
6. DIAGNOSTIC INTERVIEWER'S GUIDE—A pattern which helps you "DIG" out pertinent facts.
7. WORK REFERENCE INVESTIGATION—To benefit from the experience of others.
8. APTITUDE AND ABILITY TESTING—To look at the "inner man."
9. MERIT RATING, EMPLOYEE COUNSELING AND DEVELOPMENT—To help you improve your present sales force.

### WHO PREPARED IT—

THE PERSONNEL INSTITUTE HIRING MANUAL was prepared by Experts. Here are a few of the men who contributed their efforts.

Morris I. Pickus: B.C.S., President, is an authority on business and sales management.  
Dr. Samuel N. Stevens: M.A., Ph.D., President of Grinnell College.  
Dr. Joseph Tiffin: B.S., M.A., Ph.D., a national authority on mechanical aptitude.  
Dr. J. H. Hazelhurst: B.S., M.B.A., Ph.D., Member of the American Psychological Association.  
Dr. George H. Mount: A.B., M.A., Ph.D., Member of the American Psychological Association.

These experts have taken the guesswork out of hiring and have put it on a scientific basis.

### WHY IT IS AN OUTSTANDING ACHIEVEMENT—

THE PERSONNEL INSTITUTE HIRING MANUAL presents a psychologically sound hiring procedure. The HIRING MANUAL gives you an exact blueprint to follow—a scientific formula for solving the human equation. It enables you to determine the capabilities of the applicant under consideration before he is hired—resulting in a majority of right choices. It provides you with the tools—and tells you how to use them!



The Personnel Institute, Inc.

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### SPECIAL INTRODUCTORY OFFER \$5.00

THE PERSONNEL INSTITUTE, INC.  
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I enclose \$5.00. Please send me one (1) PERSONNEL INSTITUTE HIRING MANUAL with the following:

- 1 Preliminary Interview Form
- 1 Personal History Form
- 1 Diagnostic Interview Form
- 1 Work Reference Investigation Form
- 1 Salesman's Rating Report
- 1 Sales Personnel Bulletin

FIRM ..... NAME .....

ADDRESS .....

CITY ..... STATE .....



A RECORD for civilian aircraft production was established recently when the 20,000th Piper Cub was completed. The ship, a 100hp Piper Super Cruiser, appropriately bears the license number NC 20,000. Shown marking the occasion are Walton B. St. John, general sales manager, congratulating plant superintendent Findlay Estlick.

## Piper Puts Appliance Selling Methods To Work to Sell Private Planes

About \$1,000,000 will be spent by Piper Aircraft Corp. to gain wider acceptance for private flying and to develop salesmindedness in dealers. They will use every tested tool of modern specialty merchandising. Backlog notwithstanding, they're looking to the future.

**BY WALTON B. ST. JOHN**

*General Sales Manager, Piper Aircraft Corp.  
Lock Haven, Pa.*

**"O**UR plant could burn down or we could be flooded out, but if we build our distributor organization from the ground up, we'll still be in business, come hell or high water."

That's T. V. Weld, Piper's vice-president and general manager talking and he speaks from experience. Our original plant in Bradford, Pa., burned to the ground in 1937 and when the Susquehanna goes on a rampage, as it did in May of 1946, we get flooded out; but come fires, floods or the current high tide of production difficulties in all industry, we're expecting 1946 to be the biggest year yet in Piper history and that means the biggest year of any company in the light plane business. The reason our expectations are high is that we are working out with our distributors and dealers a careful integration of factory operations, sales plans and advertising campaigns.

From our headquarters, these plans

are put into effect through six district representatives, 52 distributors and 1,500 dealers. This organization remained loyal to us through the last five years when we supplied nearly 6,000 Piper Cubs to the U. S. Armed Forces (nearly all the light planes used for observation, liaison and ambulance work during the war) and when all we could deliver to these dealers was promises.

Geographically, this organization covers the United States and includes representatives at every major airfield and many a small one. At the same time, this far-flung network offered an unusually challenging opportunity, for many of our dealers were long on flying and technical experience, but likely to be short on the advertising and merchandising skills usually taken for granted in the earth-bound distribution systems which sell such items as soap, house furnishings, or appliances. Pilots and flying services have long been alive to the sales possibilities of publicity stories, but their hours in the clouds

left little time to study the professional techniques of planned advertising and sales promotion.

Answer to this challenge turned out to be the application of major appliance merchandising methods, tested in the radio and oil-heating fields, and developed with the advice and assistance of the Hutchins Advertising Co., Inc. It meant, moreover, a complete sales package which includes general magazine advertising, factory-controlled cooperative newspaper advertising, distributor-controlled cooperative advertising, market research, sales training manuals, suggested accounting systems and financing plans, service suggestions and plans for special promotions, all wrapped up and indexed in the Piper Cub Plan Book for distribution to dealers.

### A Complete Sales Package

A package like this, while it would be useful in any manufacturer's sales program, was especially needed in personal plane selling where in the past, sales-minded dealers were likely to be out-numbered by flight-minded dealers and where a planned selling program offered big dividends to company and dealer alike. Despite our dealers' opening advantage of the ready acceptance of the Piper name, best known in the light plane field because of the Cub's wartime and pre-war record, we felt that by leaving as little as possible to chance, the opportunity for capitalizing on it fully would come only through backing our dealers to the

**SALES MANAGEMENT**

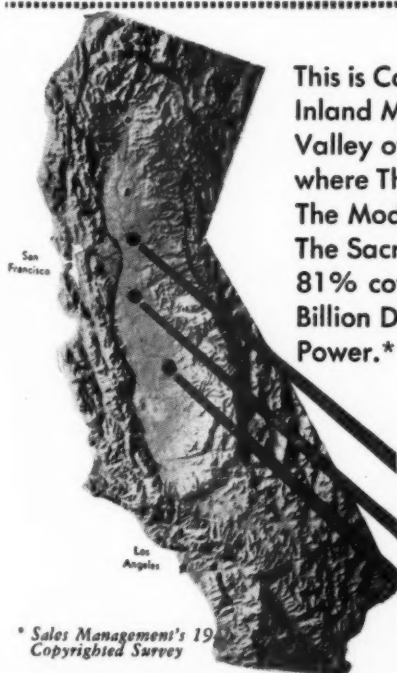




*Something Missing*

*...like California without the*

## BILLION DOLLAR VALLEY OF THE BEES



This is California's great Inland Market . . . the Valley of the Bees . . . where The Fresno Bee, The Modesto Bee and The Sacramento Bee give 81% coverage of 1¾ Billion Dollar Buying Power.\*

THE SACRAMENTO BEE is HOME-DELIVERED to 94 out of every 100 families in the ABC city zone.

THE MODESTO BEE offers 91% coverage in ABC city zone; 57% of trading area.

THE FRESNO BEE, with largest circulation between San Francisco and Los Angeles, gives 90% coverage in ABC city zone.

\* Sales Management's 19 Copyrighted Survey

**L**OOK AT CALIFORNIA from a Sierra peak. Below lies a 500 mile valley where live 1,220,000 people. Prosperous from basic enterprises of farming, mining, lumbering and manufacturing, they enjoy an Effective Buying Income of 1¾ billion dollars. At retail they spend 34% more than the average U.S. citizen . . . for food, more than any U.S. city except the five largest.\*

That's California's Billion Dollar Valley of the Bees . . . isolated by the Sierra and the coastal foothills.

The newspapers that get into MOST Valley homes every day are The Sacramento Bee, The Modesto Bee and The Fresno Bee. When you put these three McClatchy newspapers on your schedule your message blankets an area holding 83% of the Valley's population . . . 81% of its EBI . . . 88% of its total retail sales.

THE SACRAMENTO BEE • THE MODESTO BEE • THE FRESNO BEE

**McCLATCHY  NEWSPAPERS**

National representatives . . . O'MARA & ORMSBEE, INC.  
New York • Los Angeles • Detroit • Chicago • San Francisco



limit, not only with our own national campaigns and cooperative newspaper plans, but with effective merchandising assistance of every kind.

In our packaged sales program in the fiscal year beginning next October, we expect to invest about one million dollars, 40 times our budget of 10 years ago when the Hutchins agency first went to work on our problems. Then, we sold 600 planes a year. Our 1946 production goal is 10,260 planes. With a two-year backlog of orders on our books, we would not have to spend a cent to merchandise our plant output until 1948 or later, but with the assistance of our distributor-dealer organization, we're building for the years after 1948, the years which represent their future and ours.

### Stepped Up Advertising

Planks in this platform for the future include stepping up wartime half-pages of advertising to full-color full pages and carefully tailoring a cooperative newspaper campaign to our distribution network, the first nationwide newspaper campaign ever scheduled by a personal plane manufacturer.

The new full-page magazine advertising broke in the February issues of *The Saturday Evening Post* and *Collier's* and in March issues of *Life*, *Country Gentleman* and *Farm Journal*. The full-color reproductions are from paintings by the aviation artist Jo Kotula, whose work has appeared on *Saturday Evening Post* covers and elsewhere. This campaign is an extension of our pioneer light-plane advertising

in mass-circulation magazines which began in 1938 when we made our first appearance in *The Saturday Evening Post*, *Life*, and other mass media.

The cooperative campaign calls for use of more than 350 newspapers representing a combined circulation in excess of 26,000,000. Six-hundred-line copy will appear in these newspapers at least once a month, with a check-up every two months to determine how closely expenditures are paralleling sales in the various territories.

Newspaper space will cost about \$240,000 for 1946 (2% of the year's sales) shared by company and the dealers. Dealers participate on the basis of 1% of their quota of new plane purchases, and the company matches their contribution.

Selection of the newspapers was also done on a cooperative basis. Each distributor was given an opportunity to submit a questionnaire showing a preference for newspapers in his area. A careful analysis of each territory then was made and 50 individual campaigns mapped out to insure maximum coverage. In the execution of the campaign, the key contact of the newspapers is the distributor, who furnishes a list of dealers' names and addresses to be carried with his own, and who inspects completed proofs of the factory-finished mats for final approval of the dealer listing. As in the magazine campaign, direct selling copy is used, with themes stressing safety, utility, and economy, including financing available (\$665 down and a free flying course).

To supplement the factory-controlled cooperative campaign, the com-

pany furnishes a wide variety of mats for distributor-controlled cooperative advertising in which the dealer and distributor split the cost, 1% of sales.

In merchandising both of these cooperative plans to dealers, stress is laid on the importance of planned, consistent campaigns, supplemented by radio spots and chain breaks, direct mail, outdoor, and publicity releases, as contrasted to intermittent promotions. Careful scheduling and budgeting throughout the year are urged.

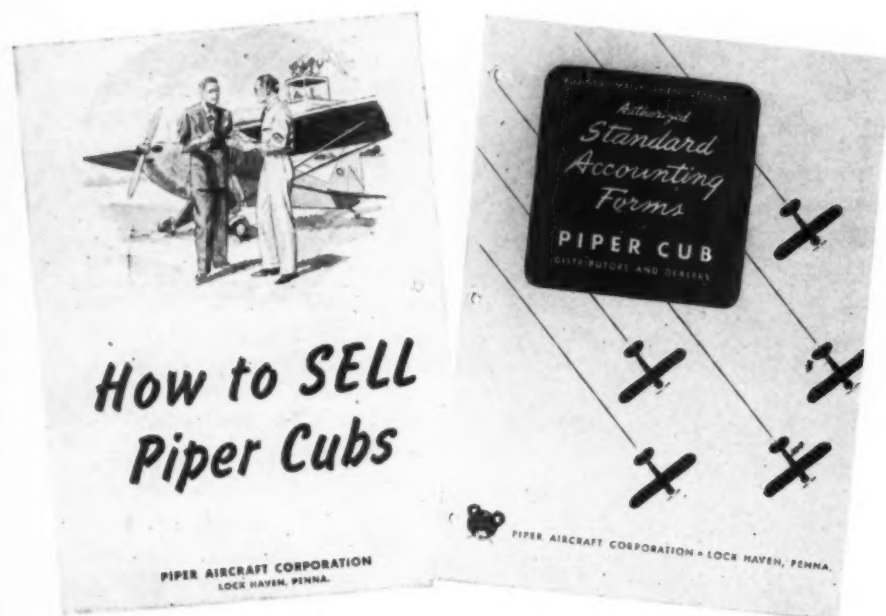
In addition to tested advertising and sales methods adapted from conventional merchandising plans, Piper of course utilizes methods arising from the fact that personal plane ownership (1) is a phenomenon still in its infancy and requires landing strips and other facilities sometimes calling for public financing, and (2) demands certain operating skills. We therefore lend strong support to the organization of flying clubs, which lead to rental or purchase of Piper Cubs, create good-will, build publicity among civic-minded groups and are an ever-growing source of prospects.

### Dealer Aids

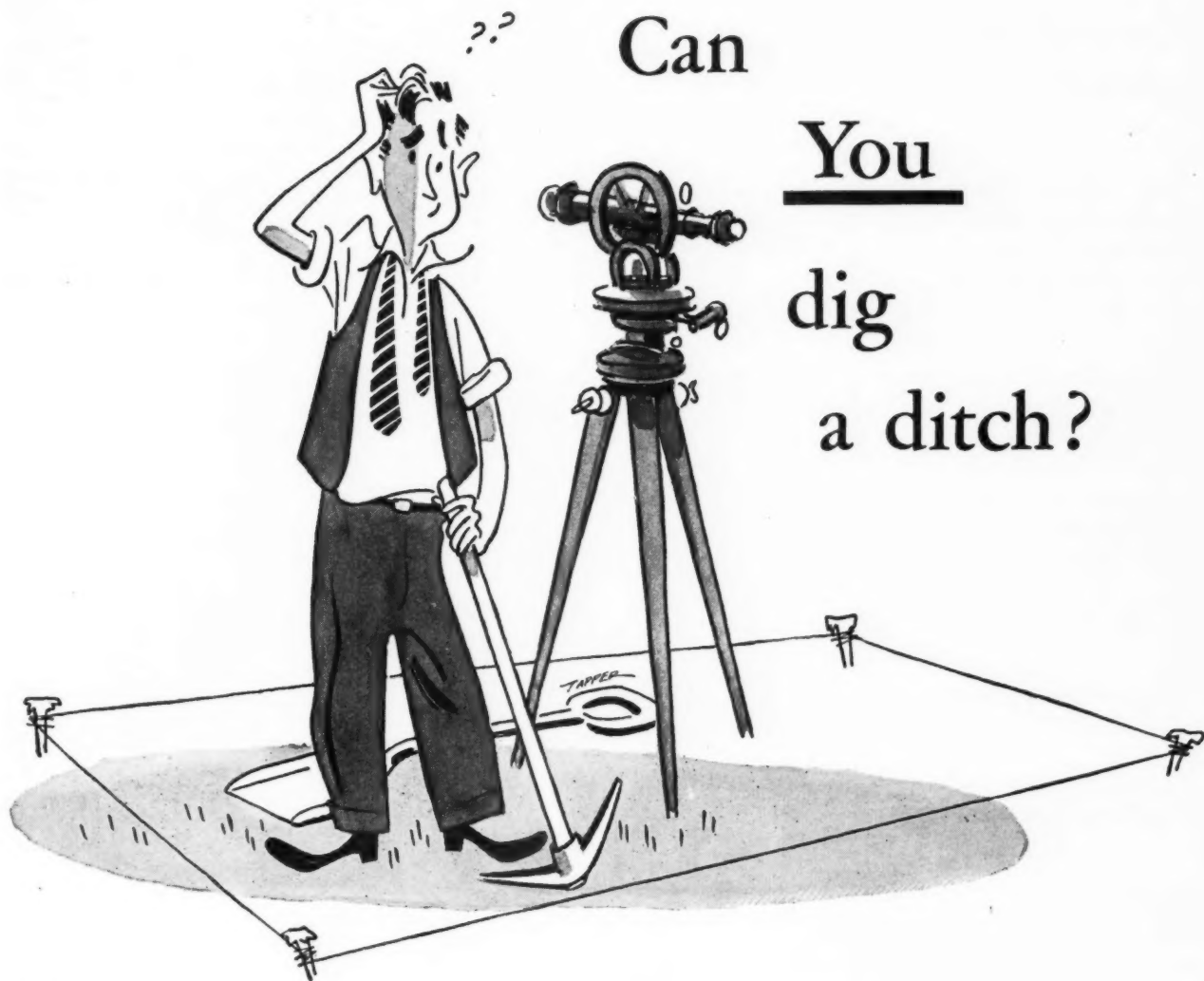
Our booklet, "How to Organize a Flying Club," which is available to all Piper dealers, is a valuable aid. Another booklet, "What Your Town Needs for the Coming Air Age," written by our president, William T. Piper, who at 64 flies his own Cub cross-country, has done much to promote the building of landing fields and strips. These two booklets are attracting widespread interest, especially in the Middle West, where farmers' flying clubs are being organized and where large-scale farms and ranches are beginning to have their own landing strips, hangars and planes, for crop-dusting, herding, round-ups and property inspection.

Two other popular pieces of literature used in our promotional efforts are "How to Fly a Piper Cub" and a full-color brochure on Piper Cub models. These, with the "What Your Town Needs" book are featured in our current magazine advertising.

A monthly magazine, *The Cub Flier*, a booklet, "How to Sell Piper Cubs," written in down-to-earth style, if that phrase is appropriate in aircraft merchandising, and the Piper Photo-Sales Album, complete the literature available to our dealers, distributors, customers and prospects. The Photo-Sales Album is loose-leaf, bound in leatherette, has acetate pages holding 8-by-10 Cub sales promotional photographs and is another potent tool in our kit. All of these sales tools are sold to dealers at factory cost or less



**BUILDING FOR THE FUTURE:** Piper leaves as little as possible to chance. Dealers are backed to the limit, not only with the company's national campaigns and cooperative newspaper plans, but with effective merchandising assistance of all kinds.



Can

You

dig

a ditch?

**S**URELY, you may think, anybody can dig a ditch. But can they? It really isn't as simple as you may imagine. What if you hit a water pipe or a gas main . . . or the sidewalks slide? It's really quite an undertaking and requires a surprising amount of "know-how" and experience.

So it is with displays and exhibits. They, too, must be thoroughly planned beforehand . . . a design created that is ingenious, dramatic and most of all workable . . . before an effective, pay-for-itself type of job can be produced.

We pride ourselves on having this kind of experience . . . *creative* ability, *design* ability, and *production* ability . . . to come up with the right answer for your trade show, window display, models for salesmen, or visual training aids for personnel, dealers, or the consumer market.

Let us tackle your next problem.

**Gardner**  
DISPLAYS

477 Melwood Street  
Pittsburgh 13, Pa. • Mayflower 9443

516 Fifth Avenue, New York 18, N.Y.—Vanderbilt 6-2622

185 N. Wabash Avenue, Chicago 1, Ill.—Andover 2776

810 Book Tower Bldg., Detroit 26; Mich.—Randolph 3557

## Correction, please!

This Week Magazine's ad on Page 18 says that our new 23-market set-up (effective September 8)\* means a circulation of "over 7,600,000." The ABC's March 31 averages, just out, say that's an understatement. TWM's 23 newspapers, says ABC, have gained some 500,000 in the last 6 months—making a total circulation of 8,143,711.

\*Des Moines Register and Minneapolis Tribune join TWM on September 8th.

and the investment has been found a well paying one for them and for us.

Metal signs, dealer decals, neons, airport pointer signs, log books, solo diplomas, wing lapel emblems, windshield stickers, license plate emblems and book matches, all bearing the Cub insignia, give us a wide range of supplementary sales-advertising devices.

Package for this array of advertising and merchandising material is the 150-page Piper Plan Book, which in addition to showing the material, along with pre-prints and reprints of the national advertising, gives a simple, step-by-step sales program. Such fundamentals as how to dig up prospects by attending public functions, getting tips from friends, keeping in touch with flying clubs, checking on present owners, and following up factory inquiries in response to national advertising are outlined. Demonstration techniques, care of planes, and tested personal selling routines are the backbone of much of this material.

Special promotions to draw visitors to airfields have long been a standby in the plane business, but not all of these have been conducted with an eye to realizing maximum sales for the dealer. The Plan Book lists the steps for a variety of promotions which are aimed to be a far cry from the

sometimes haphazard, if spectacular, events of the barnstorming days of aviation. These check-lists for planning and executing special promotions are just a few of many such suggestions aimed at building increased volume. Learn-to-fly promotions, free instruction weeks, and school, theater, and store tie-ins are similarly outlined. hotel and store tie-ins are similarly outlined.

## Planned Public Relations

To supplement our wide-scale use of advertising and dealer aids, we are also utilizing planned public relations and publicity to aid in creating ready public acceptance of our aircraft by making achievements and uses of Piper Cubs well known to the public. Again, close co-ordination is the keynote, with frequent contact and conferences between our public relations counsel, Charles H. Gale Associates, of New York, our public relations and information staff at the plant, and the Hutchins organization. Both Charles H. Gale and William D. Strohmeier of the Gale organization are pilots.

Our packaged promotion and public relations program as outlined here provides a Cub's-eye view of Piper plans for the current year. As production accelerates, new models are developed and new markets open up, new merchandising methods will be developed to meet them. We anticipate that they will continue to combine tested merchandising methods with sales techniques peculiar to the private plane industry, one reason being that just as Piper executives are licensed pilots, so are members of the Hutchins organization most closely connected with the supervision, planning and preparation of Piper advertising. These include M. S. Hutchins, W. F. Lacey and T. A. Stanley, all of whom served in the Army Air Forces during World War II and have plenty of flying time to their credit. Some of the flying hours credited by Mr. Hutchins have been gained in piloting his company plane between the agency's Rochester home and our Lock Haven plant, an ideal way to do research in the development of copy themes to sell light planes to busy executives.



SALES MANAGEMENT

## BUSY SALES EXECUTIVES SAY...

*"We get more work done in less time  
at the Hotel New Yorker"*

Smart planners make the New Yorker their headquarters for many reasons:

1. Its central location—on the busy West Side—is convenient to all business, shopping and amusement areas.
2. Access to Pennsylvania and Long Island Railroad Stations is made easy by direct private tunnel.
3. Luncheon, meeting and convention facilities are ideal for groups up to 600.
4. It offers more for the hotel dollar in food, service and accommodations.
5. Modest rates and unparalleled facilities make the New Yorker a logical choice for your next important function.

Address—Sales Department

# Hotel NEW YORKER

Member—American Hotel Association  
34th Street at Eighth Avenue, New York 1, N. Y.  
Direct Tunnel Connection to Pennsylvania Sta.

Home of Private-Royed Bathrooms... They're Ultra-Violet Royed

FRANK L. ANDREWS, President 2500 ROOMS from \$3.85



# we're the newest thing in outdoor advertising...

## STANDARD OUTDOOR ADVERTISING INCORPORATED



... a *network* of important markets covered by progressive companies operating outdoor facilities and pledged to give advertisers the finest possible service.

Our main object is to help advertisers increase their business through proper, more effective use of outdoor advertising in the 1,626 markets of the new Standard Network. The better we make outdoor advertising, the more advantageous you'll find it to use.

We plant owners who have formed this closely coordinated network—a non-profit organization—are dedicating ourselves to the principle of constant improvement in the outdoor medium. Our aim is to give you the utmost value and make outdoor more forceful, more productive for you than ever before.

Further details about Standard are contained in a booklet being sent by mail. Meanwhile, we'd like you to remember that Standard's big function is *service*...yours for the asking.

STANDARD  
OUTDOOR  
ADVERTISING  
*Inc.*

525 LEXINGTON AVENUE, SHELTON BUILDING  
16th FLOOR, NEW YORK 17 • ELDORADO 5-2232

# they said it couldn't

**1933** They said no advertiser would ever sponsor so large a group as the Fred Waring organization—orchestra, glee club, and assorted vocalists. Fred realized the value of a flexible, versatile unit, capable of presenting many types of entertainment. He stuck to his ideas and in 1933 went on the air for the same sponsor that introduced Paul Whiteman.

**1936** They said he couldn't hold his popular

orchestra audience if he emphasized choral numbers and failed to stylize his orchestra. Starting in January of this year for the Ford Motor Company on NBC, Fred crystallized his offerings into a pattern that was to achieve overwhelming popularity: every number a vocal—more chorals—and a little bit of everything in every program.

**1939** They said he couldn't sustain interest in the evening—five evenings a week. For five years Fred



► Things don't just happen—someone always makes them happen.

NBC—its sponsors—and its stars have a habit of making things happen in the radio world.

Fred Waring is one of those NBC stars. For 27 years he has been making things happen in the music and radio world. In 1921 he made his radio debut over station WWJ in Detroit when broadcasting was not yet a year old. In 1929 he pioneered with the first "all

talking" musical picture, "Syncopation."

Early in his career Fred was offered a 52-week vaudeville tour. They told him life would be secure and safe because he would never have to change his act. Fred turned it down. He preferred to exist from engagement to engagement. He changed his show constantly. He knew that change meant growth and that security seldom inspired hard work. For years he rehearsed his boys from 9 AM until show time. He taught them how

**AMERICA'S NO. 1 NETWORK**

SALES MANAGEMENT

# thappen

(The Story of Fred Waring) POSTSCRIPT TO A SERIES

and his Gang were on NBC for Chesterfield Cigarettes, five evenings a week. Every one of those five years he was voted the best quarter-hour program on the air.

**1945** They said NBC couldn't make a success of an evening-caliber program five times a week in the daytime. NBC and Fred Waring went ahead, presenting the Waring show five mornings a week. After six months it was voted the best daytime program on the

air by the nation's radio editors and columnists. A month later it was sponsored two days a week by the American Meat Institute.

**1946** This season the Fred Waring Show becomes the only five-time-a-week daytime show also to be heard in a choice evening spot. The Johnson's Wax Company presents it as the summer replacement for their top-rated Fibber McGee and Molly.



to read music, how to sing. He encouraged them to compose, to think up gags, to arrange music—and the Pennsylvanians emerged a tightly knit "gang" that was capable of putting on a variety show ranging from the delicacy of his famous rendition of "The Rosary" to the latest comedy hit.

Recognition of Waring's accomplishments on the air was immediate and enduring. It came from millions of listeners, long-time sponsors, and the NBC affiliated

stations—which for years have voluntarily gone all out in giving the Waring show the utmost in local station support and promotion.

Success stories like Fred Waring's *do* happen on NBC, in spite of the skeptics and doubters. They have no secret formula. They require only initiative, ideas and talent—plus the superlative facilities of the great NBC Network, the vast NBC listening audience, and the friendly association of other great programs heard on NBC.



... the National Broadcasting Company

JULY 1, 1946

[ 107 ]



# How You Can Pre-Test the Product And the Market for Soft Goods Items

This article explains the chief types of research being used by enterprising manufacturers to head off costly mistakes in product design and market appraisal. The case histories are drawn chiefly from research studies by Market Research Corp. of America\*.

BY PERCIVAL & MATILDA WHITE

*Market Research Corp. of America  
New York City*

**T**OO often misadventures in launching new products in the soft goods field are directly traceable to the fact that public acceptance was presumed at the outset without a sufficiently realistic or systematic effort to pre-determine how well the product would meet actual consumer requirements.

Often such new products, because they originate in the minds of top executives or other people with influence, go into production shielded from the searching scrutiny and criticism which alone can answer the question of how well the product will stand up on the market.

## The User Is Interviewed

More and more, however, progressive manufacturers are coming to recognize the value of co-ordinating the work of laboratory and designing department with systematic study of user requirements, thus fulfilling the double purpose of reducing risks of the trial-and-error approach and at the same time producing a better product.

Once the market for the new or improved product is assured, usually through analysis of sales or census data or through a preliminary market survey, the development of the product proceeds through six basic steps.

### Step 1: Study of Consumer Needs.

A well planned preliminary survey, done on a relatively small scale and at moderate cost, often can produce invaluable clues to guide the manufacturer in designing his product to assure in advance its acceptability from

the consumer's point of view. An exploratory survey of this kind will usually concern itself with two general aspects of consumer experience. On the one hand, it will be a function study; that is, it will examine the behavior patterns of typical consumers in relation to the uses the product

is to serve. On the other hand, the survey will inquire into the consumer's past experience with similar products, thus providing data on advantages to be incorporated and shortcomings to be avoided in the new product.

Together with these approaches, interviewing often will elicit customer suggestions which will prove of practical value in improving the product. Industrial users are frequently able to set exact specifications so that the developing product will fit their needs. For instance, a process developed by the rayon industry for yarn-dyeing of cellulose acetate came in direct response to the needs of mills for fast rayon dyes.

Whereas end-consumers, in general, lack expert knowledge when it comes to evaluating the quality or design of a manufactured product, they are often



"Birdwell just can't relax!"

\*Products which are purely style items, the very existence of which depend upon authoritarian dictates of style, do not, of course, come into question in this article.

able to make pertinent suggestions which are worth considering in the course of developing a product. Though they may not always be practical, end-consumer suggestions arise directly out of everyday experience with products of similar kind and usually reflect specific consumer requirements which are difficult to anticipate in the laboratory or in the designing department. Consulting with the consumer for what ideas he or she may have to offer toward perfecting a given product is a realistic approach to product development.

One firm that used a preliminary survey to good advantage in developing a new product is the Williamson-Dickie Manufacturing Co. This company wanted to design an ideal set of work clothes for workmen in their market territory. As a first step, it made a study of the habits and action patterns of workmen insofar as these had direct bearing on uses to which work clothes were subjected. The survey therefore covered such questions as the kinds of articles the men habitually carried in various pockets, whether they wore belts or suspenders, to what extent they rolled up their sleeves and wore their collars open, and on what occasions they wore their work clothes when off the job. Related questions, such as the frequency with which alterations were required when work clothes were purchased and what methods were used in cleaning the garments, were also taken into account. The data thus collected provided ample information for designing new work suits, which were then further tested under actual conditions of wear.

### Studies Based on Facts

Somewhat similar studies have been made to learn the ideal properties of fabrics for given uses. Here, however, the situation is likely to be complicated by inadequacies of terminology, by differences in concepts between consumer and manufacturer, and by the fact that the consumer's thinking is likely to be limited to the properties of existing fabrics. If the question is one of color vs. white, as in a study of sheets and pillow cases conducted by the Pepperell Manufacturing Co., the problem is simple.

More typically, however, in a market research program conducted by DuPont's Acetate Fabrics Division, Alexis Sommaripa found that the consumer was often interested in a "cool" fabric, but that the manufacturer's idea of coolness did not seem to fit the consumer's needs at all. Accordingly, Mr. Sommaripa set out to bridge the gap between consumer and producer by ty-

## GLOSSARIES AS SALES TOOLS

### They Sell Electronics by Defining Terms

**Television Talk . . .** It's a pocket-size glossary of television engineering and production terms that should be especially helpful to sales and advertising executives who are just getting their feet wet in this new medium. These slangy and colorful terms and their definitions have been compiled by the National Broadcasting Co., New York City, from the working-day vocabularies of NBC television personnel. Designed for ready-reference by television broadcasters, the definitions take the mystery out of such terms as "dolly in, electron gun, gizmo, image-orthicon, video and woop."

**Electron Telesis . . .** This booklet seeks to broaden the market for all kinds of electronic devices. In lay-language, Eitel-McCullough, Inc., San Bruno, Calif. explains instrument landing, frequency modulation, facsimile radio, and other electronic systems. The company manufactures only vacuum tubes, but it seeks to stimulate business people in all industries to think of ways in which they could use electronic devices in their own companies. To date, 28,000 copies have been distributed. By returning the enclosed prepaid postcard, the reader can have Eitel-McCullough send a copy of this sales promotional booklet to other interested people; or he can use it to request detailed information on his own electronic problems.

**Radio Alphabet . . .** This lists and defines several hundred basic terms used day-in and day-out in radio. It defines such terms as audience flow, the Big Annie, profile of listener reactions, make-good, audimeter, as well as such typical studio terms as "bringing it up" and "clambake." With line drawings, in two colors, the booklet explains the sign language used while a program is being broadcast. Radio Alphabet is edited by Paul Kesten, vice-chairman, and other executives of Columbia Broadcasting System, and is published by Hastings House, New York City (price \$1.50).

ing consumer discussion down to actual pieces of cloth.

In interviews on dress fabrics, for instance, a wide variety of samples were made up in pairs to allow controlled comparison. Of these, one pair corresponded exactly except for tensile strength, another differed only in type of weave, and so on. Consumers were asked to choose between each pair and were then asked the reasons for their preference in each case. It was thus possible to obtain a clear idea of what qualities made up the respondent's conception of a "cool" fabric.

Williamson-Dickie, making a com-

parable study of fabrics for work clothes, also recognized the need for relating generalizations to specific pieces of cloth. Taking into consideration barriers of ignorance, prejudice, and habits of thought which condition answers to questions, the problem was approached by three techniques:

The first approach, in which the pairs of samples were shown to the respondent without any indication of merits or differences, asked him to make a choice between the two and give reasons. Analysis of reasons for choice thus indicated the criteria uppermost in workmen's minds.

The second approach also showed pairs of samples but described the properties of each pair so that the respondent's choice was always between known characteristics, such as coolness versus durability, or softness versus ease of laundering. Analysis of these answers made it possible to set up a rank order of specific properties which respondents wanted in a fabric.

The third approach went directly to the point and asked such questions as, "Do you like a shirt fabric which absorbs perspiration—and why?"

Each of these three approaches had

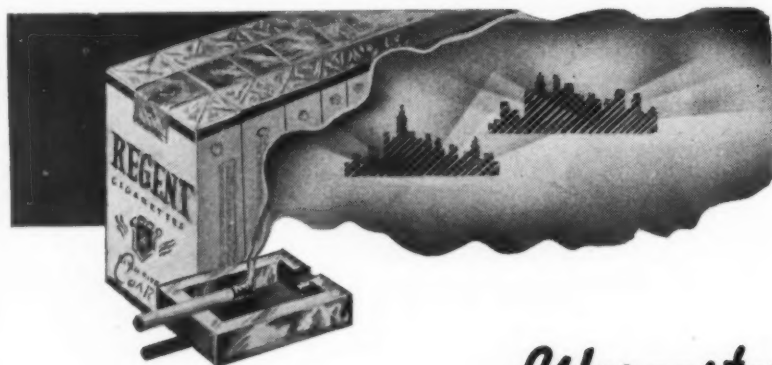
its own limitations and its own bias, so that in making the analysis it was always necessary to compare the three sets of findings in order to get at the underlying facts. From this complex procedure, however, was derived a simple rank order of workmen's requirements for fabrics to be used in matched suits. This showed that the values they actually had in mind assumed the following order of importance:

1. Appearance
2. Wearing comfort
3. Durability

4. Coolness
5. Wind and water resistant treatment
6. Ease of laundering

Thus, a careful probing revealed that such utilitarian considerations as durability and ease of laundering, long regarded by many producers as of paramount importance to the consumer, were actually found to be of secondary value. Moreover, the survey succeeded in defining these requirements in the workmen's own language.

While consumers' past experiences with competitive products can be studied through personal interviews, results thus obtained often can be further verified and supplemented by laboratory analysis of the used products themselves. Illustration of the possibilities for close co-ordination between field survey and laboratory findings is provided by a research project conducted by a manufacturer of shirts. Preliminary interviewing had indicated that resistance to wear had an important bearing on the repeat sales of a similar shirt manufactured by a competing firm. Accordingly interviewers were instructed to obtain discarded specimens of these garments whenever possible. The shirts thus collected were then subjected to careful analysis with a view to determining how various parts of the garments compared in durability; what seams, bindings, and sections of the fabric had suffered most from wear, and what could be done to overcome these weaknesses in the improved product.



## *Worcester* Market Selected As One Of Two in U.S. For REGENT Cigarette Test Campaign . . . .

Looking for the two most favorable markets in the nation to launch a test newspaper campaign, it is only natural that Regent Cigarettes should select the responsive Worcester area as one of them.

Worcester, a City of 200,000 with over 300,000 more in the immediate, compact trading area, produces retail sales of \$300,000,000 with per family sales 25% above the national average.

These families are ready and able to buy, and easy to reach.

You, too, can capitalize on a ready sales response in this great market, just as Regent Cigarettes and many others are doing with marked success in the pages of the Worcester Telegram-Gazette. Daily circulation is in excess of 135,000, and Sunday circulation in excess of 95,000.

**The TELEGRAM-GAZETTE**  
**WORCESTER, MASSACHUSETTS**  
GEORGE F. BOOTH Publisher—  
PAUL BLOCK and ASSOCIATES, NATIONAL REPRESENTATIVES

OWNERS of RADIO STATION WTAG

### Step 2: Critical Evaluation of Consumer Needs

Although ideal specifications may be posited upon such knowledge of consumer desires, behavior, and past experience, these specifications are not always practicable. Indeed, they are often contradictory, or absurd from the standpoint of manufacturing difficulty and resultant high selling price. Therefore, they must be judged carefully. Such judgment is usually based upon discussion among all the persons involved, including production engineer, designer, sales manager, and the person who has conducted the consumer research.

Sometimes such meetings develop ideas which overcome the apparent difficulties. Similarly, new production systems often may be devised in order to simplify the manufacture of what at first appear to be complex new ideas. At the same time, there are frequent instances where, by meeting the consumers' wants, a cost reduction may be instituted.

SALES MANAGEMENT



In the case of style merchandise, expert opinion is needed to make the necessary allowance for probable style change. Frequently the manufacturer, or his own designer, is able to make such estimates. In other instances, a survey is conducted of the opinions of the various "experts" in the field. To the extent that the product is governed by style, it is not, of course, inspired by consumer suggestions; but consumer wants should be met within, and apart from, the style trend.

### Step 3: Preparation of Samples

In the case of most soft goods, it is usually relatively inexpensive to make up actual samples for test purposes. To make up samples of new fabrics sometimes requires major changes in the milling process but this is usually better than to launch the new fabric without any consumer pre-test.

In making up samples for testing, the number required depends upon the kind of test and the number of variables to be tested. Laboratory tests, since they are made under highly controlled conditions, usually require relatively few samples. In a few cases, use tests also may be made with few samples. In most use tests, however, at least one hundred, and sometimes many hundred samples are required. This is because:

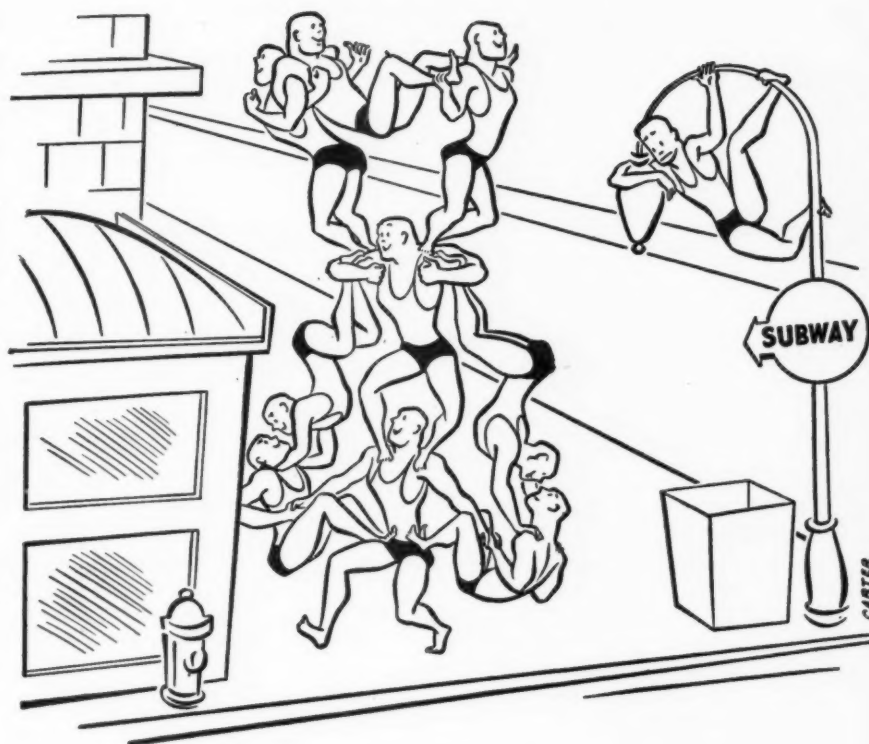
The various conditions under which the product is used must be sampled.

Samples always should be tested in pairs, so that the test user can make sound comparisons. Where several different products are to be tested, the number of paired comparisons to be made becomes large.

### Step 4: Laboratory Testing

In the textile field laboratory testing is carried on by the manufacturers themselves, by commercial laboratories, by special institutions and foundations, and, to a considerable extent, by larger retailers. A manufacturer who does not have his own facilities but desires to make fabric tests will usually apply to a commercial laboratory. Such laboratories ordinarily work on a fee or retainer basis. They base their charges on the time of the technicians employed in the test, on overhead, on report-writing, and on other costs. Sometimes they also claim an interest in the sales or license agreements made after the date of the assignment.

Laboratories are equipped to test a great many properties of the yarn or fabric, such as tensile strength—both dry and wet—abrasion resistance, fastness to washing and dry-cleaning, and the like. These tests are constantly be-



# 9 out of 10

## NEW YORK ADULTS RIDE THE NEW YORK SUBWAYS

**COVERAGE:** 89% of adults ride

**EXPOSURE:** 23 minutes per ride

**REPETITION:** 26 rides a month

**COLOR:** All you want

**... this is subway advertising!**

CAR CARDS • STATION POSTERS



## NEW YORK SUBWAYS

Advertising Company, Inc.

Member of NATA

630 Fifth Ave., New York 20, N. Y. • 410 N. Michigan Ave., Chicago 11, Ill.

## THE CARE AND FEEDING —OF PRESIDENTS

For success in dealing with presidents observe these rules:

1. Go to presidents *with* decisions, not *for* decisions;
2. Go to presidents with *fundamentals*, not with *details*;
3. Be *clear, concise, complete, convincing*;
4. Be *prepared*;
5. Be *brief*!

*Fundamentals* are determined by *ideas*. The company that sells the *ideas* has a good chance of selling the *goods*.

Ideas that appeal to presidents follow the patterns of their *thinking* and *doing*:

1. Presidents think and plan *further ahead*;
2. Presidents "*see*" in terms of figures, percentages, ratios, charts, graphs, balance sheets, costs, taxes, profits, surpluses, and *dividends*;
3. Presidents like ideas that make for efficiency, time saving, cost saving, a better and more appealing product, *more sales*;
4. Presidents welcome ideas that make for better employee and public relations;
5. Presidents are persuaded by *prestige* and *standing* as well as by technical or scientific superiorities;
6. Presidents buy *wholesale* . . . they buy overall *better lighting* . . . not a single bulb; they buy *plant modernization* . . . not a single machine;
7. Presidents' thoughts and actions range the entire field of business: production, marketing, financing, management; in many respects they are all-seeing, all-knowing, all-doing;
8. Presidents embrace ideas and make their decisions on the basis of experience, judgment, departmental recommendations; and, sometimes, by intuition, hunch, tossing a coin, or for purely personal or emotional reasons, . . . ignoring the persuasion of science or facts . . . seldom enough to prove that they usually are wise and often enough to show that they are human.

If you want action from your advertising to Presidents *tell your story in your headlines and illustrations*; executives seldom take the time to read a "clever" or "intriguing" advertisement down to the last line to find out what it is all about!

For action from Presidents . . . try *Dun's Review*!

DUN'S REVIEW reaches 20,666 presidents and 35,485 other executives in the leading companies in Manufacturing (55.9% of circulation); Wholesaling (24%); and Railroads, Transportation, Utilities, Retail, etc., (11.9%); Financial, Banking, and Insurance (8.2%). Detailed breakdown, by titles, type, and size of companies available.

## DUN'S REVIEW

Published by DUN & BRADSTREET, INC.

290 Broadway, New York 8, N. Y.

Offices in principal cities of the world.

ing improved as further effort is made to correlate laboratory results with results of wear under normal conditions.

Special medical tests are also frequently applied to products in the soft goods fields. A widely used technique for guarding against possible irritant properties in fabrics, rubber, and leather has been developed by Dr. Louis Schwartz, Chief of the Dermatoses Section of the U. S. Public Health Service. Known as the "Prophetic Patch Test," it provides a sure method of detecting the presence of irritants likely to induce allergic reactions. For example, when nylon was first being perfected, its harmlessness as a skin irritant was established by such tests performed on 200 employees of the DuPont plant in Wilmington.

### Testing Precedes Marketing

In general, the function of laboratory testing is to provide a screen that will sift out the few most desirable products from the myriad ideas originally conceived. These screened-out products should then be subjected to actual use tests before a single product is selected as the optimum to be put on the market.

#### Step 5: Consumer Tests

As indispensable as laboratory testing is in predetermining the qualities of a given fabric, complete data on its performance can be obtained only by studying the consumer's experience with it under actual conditions of use. How acceptable will the product actually prove in meeting the uses to which the consumer will put it? How will he compare it with competitive products of similar kind? How much value does he give to the improvements the product contains? What defects may appear in the course of use which can be overcome in further improving the product? When these and similar questions have been answered, the full picture of the product's acceptance will have been drawn and some concrete suggestions for further possibilities of improvement will have been marked out.

Following this general type of procedure, Dr. Herta Hertzog of DuPont's Acetate Fabrics Division, made a series of consumer tests in the course of experiments in perfecting rayon fabrics. In one such test acetate was used to make up samples of women's slips. The slips were then distributed among women employees of a large organization. These women, representing a wide range of occupational and economic levels, wore the garments over a given period of time and in accordance with set specifications.

SALES MANAGEMENT



*Are Your Sales Letters Tongue Tied ?*

Some sales letters have a lot to say ... but somehow or other they just don't get it across. They wilt ... fold up ... die at the crucial moment ... because of a physical weakness.

To avoid this trouble, use a paper that makes words talk ... a crisp, clean, letterhead that looks like business, feels like business, and acts like business.

Use Atlantic Bond ... for letterheads and envelopes ... a genuinely watermarked bond that has the character to stand up and sell.

*Atlantic  
Bond*

MADE BY  
EASTERN CORPORATION  
BANGOR, MAINE



When turned in, the outworn garments were examined by the manufacturer. Pertinent information could thus be obtained on specific areas of strain and the constructional weaknesses underlying this strain.

What may well be described as an ideal consumer test in the soft goods field was a recent Williamson-Dickie study to ascertain the acceptability of a new weave which the firm planned to use in a cotton fabric to be made into boys' trousers. For test purposes, the firm made up several hundred pairs of trousers in two styles, exactly alike except for the weave of the fabric, and referred to merely as Models 44 and 99, respectively. The localities chosen for the test represented a variety of communities within the firm's market area. Interviewers engaged in this study were instructed to select 200 families in specified economic strata and having boys between the ages of 10 and 14, who ordinarily wore this type of trousers.

### Specific Consumer Research

The first interviews taken on this study were with mothers in these households, who would ordinarily be the purchasers of the children's clothing. Each respondent was offered a choice between Model 44 and 99, and was then asked the reason for her preference. This interview was essentially a test of acceptance in terms of appearance, corresponding to the conditions of an initial purchase at the point of sale. It was thus possible to determine to what extent selection was influenced by the difference of appearance of the two weaves—the only visible distinction between the two pairs of trousers.

The second step was to establish the comparative acceptability of the two models under normal conditions of use. Accordingly, regardless of the preference first expressed, each boy was presented with a pair of both types of trousers. The only stipulation made was that the garments should be worn, not stored away. At the end of a month, 50 of the mothers were re-interviewed and were asked to compare the two pairs with respect to such qualities as appearance after wear and ease in laundering. The boys were also questioned on such points as comfort, fit, and the kind of wear they had given the trousers during the month. Both pairs were then picked up by the interviewer and returned to the textile laboratory for wear-analysis.

At the same time, to test the relative probabilities of repeat sales, a gift offer was made under which each boy was shipped a new pair of which-

ever type of trousers he preferred. This gift offer was further used to determine roughly whether a price differential would affect the relative acceptance of the two garments. Whenever Model 99 (the new weave) was preferred, the respondent was told, in essence, "I'll have to ask you to pay 15c for 99 because this pair costs more to make. You may have Model 44 without any payment. Which do you prefer?" Preference for 99 under these conditions indicated that it might be successfully marketed even at a somewhat higher price.

In the same manner 50 other respondents of the original 200 were called upon each succeeding month so that the effect of longer wear could also be taken into account.

The conditions under which this test was conducted comprise all the major specifications for consumer test.

### Step 6: Trade Surveys

Once a product has run the gauntlet of laboratory and consumer tests, and possibly been revised and re-tested, it does not usually require sales testing before its final launching upon the market. Sales tests are, however, necessary in those instances where success or failure is expected to depend

in large measure upon what happens to the product within the distribution mechanism. Where dealer backing is in question, for example, it is essential to learn in advance what the retailer's attitude will be. Sometimes there are problems of servicing and repair which affect the opinion of the trade and consequently govern the sales success of the product. Moreover, sales studies afford an opportunity to test advertising and merchandising ideas developed during the consumer studies. Questions of minor price differentials and point-of-sale merchandising can be learned in advance only through trade surveys. Whether these are set up as actual sales tests in limited areas, or as discussions of the sample products with retailers and wholesalers, depends upon the problem at hand.

A product developed by this technique is inspired by consumer needs as well as by producer genius. It has withstood not merely the laboratory tests, but actual use conditions which it will have to face when it reaches the competitive market. Thus it may be launched, not with anxiety, but with confidence. The greatest stabilizer in the hectic soft goods field may well lie in the development of items which really fill the needs of consumers.

## A Portfolio of Sales Control Forms



### Part III

In the April I and June I issues of Sales Management we presented a discussion and a group of exhibits designed to help companies that are reappraising their sales control setups. Among the various types of forms we have shown are call reports, lost order forms, inventory checkup sheets, form for requesting advertising materials, and supervisors' reports. On the facing page and two pages following, are samples of typical salesmen's expense report control forms.

ON THE FACING PAGE: (Top) American Machine & Metals Inc. follow the weekly report plan, with all items reported on one sheet. (Center) Wilcox-Gay Corp. designs its daily expense report in the form of an envelope—shown here, the inside of the front cover and the front of the jacket. On the front cover is space for a summary of all expenses and a list of next week's addresses; on the back, space for detail on long distance, telegraphic and entertainment expenses. (Bottom) The Carstairs weekly expense form.

SALES MANAGEMENT

# Ice Cream Makers Seek Billion Gallon Market by 1955

## Does the DAIRY FARMER face RECONVERSION?

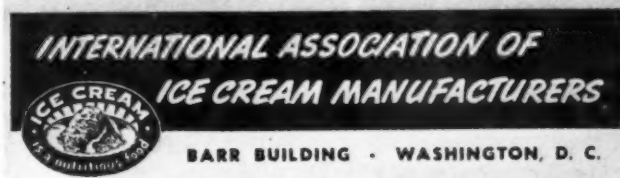
Will wartime milk production levels pose a Reconversion problem for the Dairy Farmer?

A stable peacetime dairy economy means finding civilian markets for all the war-expanded milk and cream production.

The Ice Cream Industry, by 1955, plans to double annual Ice Cream consumption to ONE BILLION GALLONS and double its purchases from America's farmers. *It can be accomplished!* The Ice Cream Industry, with characteristic aggressive action and careful analysis of consumer trends, points the way.

America's high standard of living calls for nutritious and taste-teasing foods. Our consumers recognize the nutritional value of Ice Cream—it's the most appealing and enjoyable dairy food. Veterans will continue to eat large quantities of Ice Cream, the civilian wants more, too—all Americans are eating more and more.

The Ice Cream Industry's expanded production means an expanded market for the Dairy Farmer.



WILL THIS KEEP THEM ON THE FARM? Advertisements on this theme appear in farm papers to enlist the support of 16,000,000 farm families in doubling the consumption of ice cream in the United States by 1955.

International Association of Ice Cream Manufacturers releases a promotion and advertising campaign designed to strengthen the position of the industry when it has to compete with other industries for the consumer's dollar. Many media will be used.

ICE cream manufacturers hope to have America eating a billion gallons of ice cream a year by 1955—that's twice the 1945 peak consumption of 450,000,000 gallons. It required 30 years to run consumption from 72,000,000 gallons to the peak of 450,000,000 gallons.

To realize this large increase in use within 10 years, the International Association of Ice Cream Manufacturers, Washington, D. C., is about to launch one of the first large-scale peacetime advertising and public relations campaigns to influence America's eating habits. The mechanics of this program are set forth in the Association's promotional booklet "Telling the Ice Cream Story." It's a blueprint for a complete selling job; it

sells both the ice cream industry and the product.

Directed to milk suppliers, ice cream manufacturers, distributors, and retailers, "Telling the Ice Cream Story" makes these promotional suggestions: "It tells you what, how, when and where to advertise. It tells you how to get publicity; how to win favor with your customers and suppliers. It tells you how to make the best use of those factors which help keep your products in front of the consumers, in their homes and at the point-of-sale."

In presenting this promotional material, Robert C. Hibben, executive secretary of the Association, states: "It is important that you put this material to work for you *now* despite

the fact that demand still exceeds supply, because:

"1. The same demand that exists for your products, exists for practically every commodity . . . soft drinks, foods, clothing, housing, etc.

"2. Ability to supply the demand will improve on all fronts at practically the same rate of speed.

"3. Soon there will be the greatest concerted drive for the consumer's dollar that this country has ever seen. Every type of product and service will bid for business and competition will be terrific."

## Tools for Every Campaign

The Association's promotional booklet provides the tools for every type of campaign. It contains copies of the Association's advertising in 30 farm papers, drug, restaurant, and hotel business papers. Advertising to farmers emphasizes the role of ice cream as an economic balance wheel during peak periods of milk production. Some farm paper advertising is directed to farm youth and features the bright future in dairy farming that will come with a 100% increase in ice cream use. Other advertisements are addressed to fruit and nut growers. Special copy for business papers in the drug field points out that one-third of the ice cream sold at retail is sold through drug outlets. Advertising to readers of restaurant and hotel business papers plays up the convenience, quality, and variety of ice cream as a dessert. Other advertising, prepared by the National Dairy Council, Chicago, for local newspaper campaigns, sells the food value of ice cream.

"Telling the Ice Cream Story" explains the value of radio announcements and provides samples of one-minute announcements, station breaks and time signals. There is also a list of factual statements on the nutrition and flavor of ice cream which can be worked into radio announcements.

Copy prepared by the National Dairy Council is provided for folders, booklets, and pamphlets. These pieces cover a variety of subjects of interest to schools, cooking classes, church groups, and other groups.

In this five-star program, the Association urges each ice cream manufacturer to "Set up your own advertising schedule *NOW* for the balance of the year . . . by working together, we can do a helpful job in educating the public, the suppliers and the retail trade to a real appreciation of the ice cream industry and its billion gallon goal."

## IF YOU HAVEN'T SEEN THIS MARKET

*You'll want to know why certain foods, drinks, cosmetics and cigarettes are missing out on it.*

...For it is all around you, with seven billion dollars to spend on everything people buy anywhere. Yes, the Negro market is so close to us all that it's easy to overlook it. And yet it is amazingly easy to reach it, too, for the Negro looks to his race press for guidance. Your advertising in his papers can earn his confidence, good will, and regular patronage.

So no matter what your product is, it will pay you to write to Interstate United Newspapers, Inc., 545 Fifth Avenue, New York, for the facts and the success stories built out of reaching this great and growing market through economical advertising. Write now.

Management Men  
in the Central West  
**Prefer**  
Chicago Journal of Commerce

### MONARCH PERSONNEL

140 South Dearborn St.  
Chicago 3, Ill.

Personnel counsellors since 1910

Special department for sales personnel. Affiliates in all larger cities. Employers and salesmen invited to use our services. Inquiries invited on personnel and positions available. All negotiations strictly confidential.

## Readers' Service Can Furnish These Reprints

Send order with remittances, to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number.

### ADVERTISING

123—*A Potent New Sales "Plus": Flameproofing*, by Etna M. Kelley. (Price 5c)

121—*The \$8,000,000,000 Textile Industry: Is It Ripe for Brand Name Promotion?* A portfolio of the 19-article series by James C. Cumming. (Price 25c)

106—*The Job of the Advertising Department*. (Price 5c)

### MANPOWER PROBLEMS

127—*"Dollar-Hour" Travel Costs for Air, Rail, Bus Transportation*. (Price 5c)

126—*What Makes a Star Salesman Tick?* by Jack Lacy. (Price 5c)

124—*What Type of Salesman Makes the Biggest Hit with Buyers?* by Norman R. Catharin. (Price 5c)

116—*Frame Your Compensation Plan to Encourage More Selective Selling*, by Kevin J. Solon. (Price 5c)

112—*Six Sound Reasons Why You Should Use a Patterned Interview in Hiring Men*, by Robert N. McMurtry. (Price 5c)

111—*Salesmen's Expenses Now Running over 30% Higher than Pre-War Level*. (Price 5c)

110—*A Four-Pronged Plan for Recruiting The Post-War Selling Force*, by Harold D. Laidley. (Price 5c)

105—*Nineteen Questions About Aptitude Testing*. (Price 3c)

87—*How and Why U. S. Rubber Adopted Conference Training for Salesmen*, by A. B. Ecke. (Price 5c)

### PUBLIC RELATIONS

113—*How to Hold a Press Conference—A Primer for Management Men*, by James W. Irwin. (Price 5c)

### REFERENCE TOOLS

125—*N. Y. Buying Groups Increase Department Store Memberships in 1946*. (Price 10c)

103—*A Time-Saver List of Sources for Maps for Sales Executives*. (Price 10c)

89—*A Selected List of Information Sources for the Business Man*. Compiled by W. C. Hansen. (Price 10c)

### RESEARCH

93—*The Bureau of Foreign and Domestic Commerce—How It Can Help You*, by A. R. Hahn. (Price 10c)

### SALES MANAGEMENT

120—*Millions of Jobs, but Only If We SELL! . . . SELL! . . . SELL!* by William A. Matheson. (Price 5c)

118—*New Management Patterns to Meet Tomorrow's Scramble for Sales*, by Burton Bigelow. (Price 10c)

107—*The Job of the Sales Department*. (A chart) (Price 5c)

### SELLING AS A CAREER

122—*Careers in Sales What Have They to Offer to Youth?* (Price 5c)

95—*GI Joe Asks "Shall I Seek a Career in Selling After the War?"* by Burton Bigelow. (Price 5c)

## W IS FOR HIGH

... and Knoxville ranks high month in and month out in Sales Management's High Spot Cities Index. You can reach this fast-growing, rich industrial market through one of Tennessee's outstanding radio stations . . .



**WROL**  
KNOXVILLE

NBC FOR EAST TENNESSEE • JOHN BLAIR & CO., REPRESENTATIVES

### REPRINT MESSAGES FOR SALESMEN

The following reprint messages for salesmen are now available for SALES MANAGEMENT subscribers at the prices listed below:

Wanted: A Return To Selling  
—Today (5c ea.)

Keep Your Territory And Your Territory Will Keep You (3c ea.)

"It's A Gift" (On the importance of practice in selling) (3c ea.)

The Quicksands Of Salesmanship (3c ea.)

WRITE: Readers' Service Department, SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N. Y.

SALES MANAGEMENT





**Sales Costs Down...Profits UP**

## **WTAR does it—with top buyer-bonus**

**Yes, WTAR multiplies your sales and subtracts sales costs. Says The BILLBOARD\* of the nation's Hoopers:**

**"...until better Hooper report cards are written WTAR'S tabbing will stand beyond a shadow of a doubt..."**

**"...shows its heels to ALL station leaders"**

**"...an amazing picture of what a station can deliver..."**

Powerful words, those...backed by cold figures YOU can depend on to warm up your sales totals...for WTAR gives you one-station, one-cost control of the Norfolk Metropolitan Market; the market still showing its heels to most national sales indices.

Sample: Norfolk, Portsmouth, Newport News, Va., the 3 cities comprising the Norfolk Metropolitan Market, each rated Sales Management's High Point City star every month of 1945, and every month of 1946 to date.

Let us show you how this top media-market team can do a remarkable profit-job for you...for instance: compact, accessible, sized right (650,000)—here's the ideal test market for product, package and advertising.

\*April 20 issue

**Let us tell you more about it—**



**NBC NETWORK  
5000 Watts Day and Night**

**National Representatives:  
Edward Petry & Co.**

**NORFOLK, VIRGINIA**



BARE-BOARD DEPOTS: Supplies are trucked from main warehouses (top) to small wholesale outlets (below) for cash-carry sale.

Two gentlemen named Smart and Final looked at the little neighborhood grocery man and saw a selling opportunity. They set up a cash-and-carry, “unfroze” the little man’s capital, showed him how to develop the potentialities of longer-profit lines.

## A Grocery Jobber Cuts Competitive Odds for “Papa and Mama” Stores

BY JAMES H. COLLINS

**T**HIRTY years ago, there really were two fellows named “Smart” and “Final,” and they were even distant relations.

Today, the Smart & Final Co., Ltd., is enshrined as the patron saint of more than 13,000 independent neighborhood retail grocers, often referred to as “Papa and Mamma” stores. For they have done many things to keep Mamma and Papa in business, and today are doing more, in harmony with the times.

In 1915, Jim (J.S.) Smart had a wholesale grain, feed and grocery business in Santa Ana, Calif.—but it wasn’t going well.

Along came H. D. Final, motoring from Michigan, met Smart, discovered that they were twelfth cousins, or something, and went into partnership with him. They dropped the feed . . . concentrated on groceries . . . formed the company, and in 1924 adopted wholesale cash-and-carry.

At convenient points, they opened up depots at which the neighborhood grocer could pick up dry groceries, by the single case, or even one package. The grocer hauled his purchases home and saved—not very much money, but

enough to put him on a footing with the carload-buying chains in soap, canned goods and staple stuff.

The S&F depots were bare-board places, operated for economies. Before the war there were 90 of them, with six warehouses in the Los Angeles area, north to Bakersfield and east to Phoenix. War cut them down to 67, but they are coming back as merchandise grows more plentiful.

Before cash-and-carry, the small grocer often tied up his money in quantity purchases of soap, soup, and what-not, to get a price on which to meet the “specials” of the chain store across the street.

When Smart & Final unfroze his capital, they suggested that he do something with it. “Look! When you had \$50 tied up in a dozen cases of soap, laying around, you had just one chance to sell the customer something. Put this money into other merchandise—it will give you 20 chances at the customer’s dollar. How about starting with our line of paper sanitarities?”

This company claims that it pioneered Kotex and Kleenex type goods in grocery stores at a time when manufacturers would not sell to grocery

houses—so S&F developed their own brands.

It pioneered in drugs, cosmetics, notions, hardware, motor accessories—even tires—for the Papa and Mamma store. The small grocer found that such lines would sell and turn better profits than dry groceries which made up only 25% to 30% of his business. So, after loading his soap and canned tomatoes at the S&F depot, he would look around and stock up added lines.

Before the war, S&F trained salesmen to deliver to grocers who didn’t want to go to cash-and-carry depots, and these salesmen were instrumental in placing many more unrelated lines.

“In the beginning, we had to scout around, because manufacturers wouldn’t always sell us,” recalls veteran R. T. Close, at the head of that activity. “But today, they bring us all sorts of things, thousands of items every year. In three days, we know whether our retailers can sell a new item. Our salesmen take it out, and the grocer and his wife know whether it will sell to their trade. Women are uncanny judges of new items, because they know women customers.”

Up to Pearl Harbor, the company carried more than 5,500 items of all kinds, including groceries, and though this is now down to around 2,500,



## There's a **NEWS** Story Behind that Headline...



*Local Appeal*—that's the secret of The Detroit News' ever-increasing circulation! While The News has at its disposal the services of nearly a hundred syndicates supplying news of general appeal . . . it relies mainly on *its own staff* of Washington, New York, Hollywood and Michigan correspondents—*its own* sports, financial, food and fashion experts—to report and interpret the news with *local appeal*. Obviously, a newspaper with the intense reader interest evidenced by such great circulation must produce effectively for its advertisers . . . a fact substantiated by The News' leadership in advertising in Detroit, and its position among America's first five newspapers in advertising lineage for more than a quarter of a century.



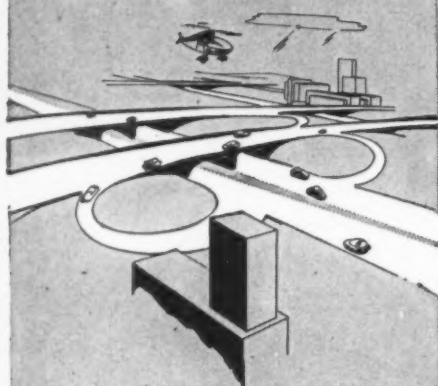
OWNER AND OPERATOR OF RADIO STATIONS WWJ AND WENA

DAN A. CARROLL, 110 E. 42nd St., New York 17

▲ E. LUTZ, Tribune Tower, Chicago 11



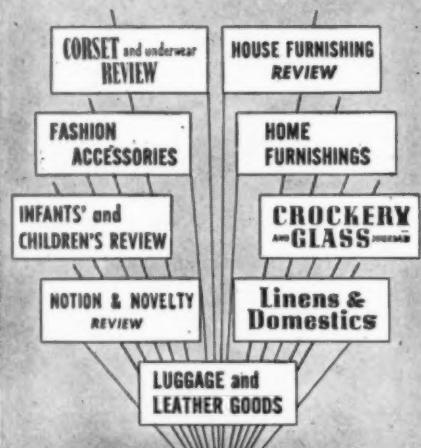
## "super highways" of speedy distribution



**Direct—straight—non-stop!**  
That's the formula for effective distribution in an era of high productive capacity.

Agencies and advertisers know that the direct method of reaching buyers is through the business papers of their specific industries—the "super highways" of efficient distribution.

That's why—  
1875 advertising agencies  
and 3339 manufacturers  
placed 10,756 pages  
of advertising in the  
Haire Papers during 1945.



**HAIRE**

**MERCHANDISING PAPERS**

HAIRE PUBLISHING COMPANY  
1170 Broadway, New York 1, N. Y.

New York • Boston • Pittsburgh • Chicago  
Detroit • St. Louis • Los Angeles • Atlanta • London

due to merchandise shortages, it is coming up again.

The Papa and Mamma stores sold unrelated goods because, with S&F to do the testing and buying, they could become "one-stop" stores, like the chains.

"One-stop" is a big development in the post-war world, and some businessmen are alarmed by its rapid, apparently helter-skelter growth. As this company sees it, there is no reason for alarm, because "one-stop" is self-limiting.

When the housewife goes to the grocery store nowadays, she wants to pick up small articles along with food purchases—a lipstick, a hammer, a carton of light bulbs, a box of writing paper. In the S&F territory, eight housewives out of 10 drive to market, so "one-stop" means one parking problem—and these days, that is truly something.

### Boosts Average Sale

Unrelated sales boost the grocer's average sale. Each new item added enables him to bid for another dime or quarter. But when the housewife wants medicines, she will drive to the drug store, and there pick up other "one-stop" items, adopted from the grocery trade—and so even in the hardware and appliance store.

What looks like an enormous game of beggar-my-neighbor, really goes only as far as small wares—the limit is around a quarter. Beyond that, everybody wants to buy where the merchant knows his wares technically, and has the widest variety.

Arthur W. Lutz, president of S&F says that in doing the exploratory work for Papa and Mamma, the cash-and-carry jobber renders a service that makes the old-fashioned grocery jobber a "dead duck," except in a few non-competitive areas.

The wide awake jobber—and there are hundreds of them in the United States—now has a choice of two ways to conduct his business. He can go into retailing too; some jobbers are doing that successfully, but Mr. Lutz says he is frankly against it. The other way is to become a research and planning organization for the independent grocer, help him keep up in the hot "one-stop" race, hold his own in the 70% to 75% of his merchandise that lies outside dry groceries.

Until now, Papa and Mamma have had practically no help of that kind in some of the food lines that carry the best profits—fresh fruits and vegetables, meats, delicatessen, bakery and dairy products.

During the war such lines were added because customers, restricted by gas shortages, war work and other

handicaps, wanted to buy as much as possible at the small neighborhood store. This trend was so pronounced that independent grocers won trade from the chains.

But when they undertook to buy fresh produce, Papa and Mamma suffered all the handicaps of the small buyer—higher prices for the modest lots they could handle, or over-buying to get a price that enabled them to meet the competition of highly specialized produce departments in the chain stores.

About ready to open in the Los Angeles produce district, waiting only for delayed materials and equipment, is a new S&F warehouse to which the small grocer will motor for daily supplies of fresh fruits and vegetables, on terms comparable with the company's prices for dry groceries.

Handling cash-and-carry merchandise is not simple. Mr. Lutz tried various deals in fresh produce, whereby the retailer got favorable prices from produce dealers who had the experience. But such arrangements were only makeshifts, and S&F had to organize their own department with experienced produce people in charge. Packaging equipment also had to be installed. Fresh fruits, and particularly fresh vegetables, are evolving into consumer packages, and at this stage of the change the wholesaler has to do much of the grading, cleaning and packaging.

### Cooperative Aids Grocer

One way in which the independent grocer has been able to meet the competition of the chains, is by the cooperative wholesale association, in which the research and buying are done, and profits shared with merchant members.

The Smart & Final way, by a corporation, that depends upon its own profit-making ability, is another way solidly established. The more impressive in its scope, the further you go from the small hole-in-the-wall shop where Mamma and Papa greet you and take care of you, and make their living by personal attention and long hours of work.

Go with Papa to his S&F depot and it may still look small. But proceed from the cash-and-carry point back to one of the warehouses that supply it. There you find a building covering a city block, several stories, equipped with conveyor systems even for hand-trucks which when loaded are hooked to a moving belt, and then travel from one end to the other. Merchandise comes in by carloads, and is handled at an unloading dock that is half a city block long.

SALES MANAGEMENT

**Our story can be told in  
very few words:-**

**Number One in circulation**

**Number One in advertising**

**Number One in service to  
the community**

**San Francisco Examiner**  
Monarch of the Dailies  
REG. U.S. PAT. OFF.

for more than 50 years the leading newspaper in its field

**NATIONALLY REPRESENTED BY THE HEARST ADVERTISING SERVICE**

**JULY 1, 1946**

**[129]**



# Media & Agency News



REINHOLD PUBLISHING CORP. elects to its board of directors, Fred P. Peters, editor-in-chief, and William P. Winsor, vice-president and associate publishing director of *Materials & Methods* magazine.

## Magazines

The largest order of printing presses in history, it is announced, has been placed with R. Hoe and Co., Inc., by *The American Weekly*. The contract involves \$4,000,000 worth of color printing presses embodying the latest engineering principles for high speed, quality, letterpress printing. Standing end-to-end the nine presses would occupy an area approximately 20 feet wide by 600 feet long; their combined weight would be almost six million pounds.

The contract involves a total of 270 units made up of 216 printing couples, 18 folding machines, and 36 automatic non-stop paper roll changing and paper tensioning devices. All of this machinery is designed especially to meet particular color printing requirements of *The American Weekly* and its more than 8,000,000 circulation. The presses required almost a year's joint planning by the mechanical staffs of *The American Weekly*, Hearst Consolidated Publications, and R. Hoe and Co., Inc.

The various unit components will be built into nine 24-cylinder multi-colored presses. Each press will be capable of printing 64 pages of which 48 may be in full color. Their maximum operating speed will be 40,000 magazines per hour per press, slit, folded, cut and delivered completely ready for distribution.

\* \* \*

Television Analyst, Inc., New York City, announces publication of a new bi-weekly service, providing analyses and surveys of television programming, production, and advertising. *Television Analyst* is edited for executives of national and local advertisers, their agencies, radio stations, television stations and others interested in commercial television. No advertising is carried in the publication which will be available only by subscription at \$65 a year.

The Fawcett Distributing Corp. has contracted to distribute *Book-Reader*, the just-issued pocket-size magazine published by the publishers of *Omni-book*. Mrs. Elizabeth Bigelow has been named managing editor of the new monthly which will contain three book abridgements. *Book-Reader* goes on sale at 25c per copy.

\* \* \*

*This Week Magazine* hits a new circulation high of 8,143,711, according to the March 31 publishers' statements to the A. B. C. The increase is largely due, say the publishers, to the fact that the 23 distributing newspapers show an increase of nearly a half million over the previous six-month period.

\* \* \*

William Harrison Fetridge is announced vice-president and member of the board of directors of Popular Mechanics Co. . . . David L. Rosen, former eastern manager of *Apparel Arts Magazine*, becomes advertising director of *Fascination Magazine* and of *The Avon Pocket Size Book*. . . . Robert Brightman is appointed associate editor of *Mechanix Illustrated Magazine*.

## Business Magazines

Starting with the June issue, it is announced, a new monthly business magazine, *Automotive Jobber*, supplements *Dealer News*, also published by the Dealer Publishing Co., Los Angeles, Calif. To be published in regular magazine format, *Automotive Jobber* will have a controlled circulation of 3,500 selected jobbers and distributors throughout the Nation. Wayne Goble, publisher, estimates that this national circulation will reach the jobbers and distributors handling more than two-thirds of the Nation's automotive supplies, parts and accessories at the wholesale level.

The new magazine is edited by Don L. Hoxie who has been merchandising editor for *Dealer News* since the end of the war. Bob Mann, automotive editor of *Dealer News*, will serve in a similar capacity on the magazine staff. Kenneth Lindley is advertising manager, and Charles Reaume has charge of national advertising.

Efficient merchandising of automotive products will be the primary editorial purpose of the magazine, according to the editor. *Automotive Jobber* will endeavor to bring to its readers facts about new products and new merchandising methods, including the training of sales personnel.

## Newspaper Ad Men Honor Shuman



A. L. SHUMAN

One of the original founders of the Newspaper Advertising Executives Association, Inc., was made Honorary Life Member of the association at its recent 1946 annual meeting held in New York City. The presentation was made by Frank Westcott, advertising director of the Post Tribune, Gary, Ind., who is also a Life Member of the N. A. E. A. and "Al's" friend.

Mr. Shuman, former vice-president and advertising director of the Fort Worth Star-Telegram, is now retired

and living in Fort Worth, Tex. He received the award by proxy in the person of Bush Jones, present advertising manager of the same newspaper.

"Al" Shuman, sometimes known among his old friends as "Flat-rate Al," was always one of the prime movers in the development of the N. A. E. A. He donated the Shuman Trophy, added the \$100 prize during the association's early years, and served as its president in 1922-23.

Popular and beloved within and without the newspaper, agency and advertising fraternities, "Al" Shuman has been president of 24 different organizations—including both Kiwanis and Rotary—and Imperial Potentate of the Shrine.

"Al" Shuman is the sixth Life Member of the N. A. E. A. and the only one to be so honored who is no longer actively engaged in the newspaper field. The gold-engraved card of membership which he received, reads:

"Honorary Life Membership . . . A. L. Shuman . . . Newspaper Executives Association . . . For his many years of activity in furthering the aims of this association of which he was one of the original founders. . . ."



# **FIRST IN NEWS VOLUME**

***Among the Nation's Evening Papers***

---

## **Media Records Analysis just released**

shows that for the year 1945 the news and editorial content of The Blade was the largest of any evening newspaper in the United States.

The Blade has always believed that in serving the interests of its readers to the fullest extent, it is at the same time serving the best interests of its advertisers as well.

●

# **TOLEDO BLADE**

***One of America's Great Newspapers***

REPRESENTED BY PAUL BLOCK AND ASSOCIATES

The initial issue of *El Embotellador*, the first Spanish language business magazine to be devoted exclusively to the bottled soft drink industry in Latin America, will appear October 1, 1946, it is announced by Keller Publishing Co., New York City, publishers of the 65-year old *National Bottlers' Gazette*.

Fernan Calderon is appointed editor. The circulation will be controlled and that guaranteed for the first issue is 2,580 copies. Closing date for advertising is September 1.

\* \* \*

Lebhar-Friedman Publications, Inc., will issue the 15th annual "Chain Store Age Directory of Manufacturers" on August 15, it is announced. The publication is said to be a complete guide to sources of supply for thousands of items sold in variety and general merchandise chain stores.

The new issue will be the largest in the series, with more than 9,000 manufacturers listed and over 50,000 individual listings arranged by merchandise classifications.

## Radio

For the first time in radio history, four broadcasting stations, representing each of the Nation's major networks in the same area, have buried the competitive hatchet and are together advertising the advantage of the area they cover. WJAX, WJHP, WMBR and WPDQ, Jacksonville, Fla., are grouping their names in the same advertisement and employing statistics published by a recognized national radio survey showing 60.2% more sets in use (8 A. M. to noon, Monday through Friday) in the Jacksonville area than in the average American city surveyed on the same basis. Other above-the-average figures are also included. This communal advertisement has been prepared and placed for the stations by Newman,

Lynde and Associates, Inc., Jacksonville, Florida.

\* \* \*

Plans for an FM station in Chicago to be established by WENR and the American Broadcasting Co. at an estimated cost of \$100,000 have been set forth by ABC vice-presidents Keith Kiggins and Edward R. Borroff in recent hearings conducted before an FCC examiner.

A portion of the exhibits submitted at the hearing reads: "ABC believes that FM, if properly developed by the broadcasting industry and the FCC, can be brought up to a point of public acceptance where eventually it can and should replace regional and local AM stations serving urban areas."

\* \* \*

Radio station KSWM, Joplin, Mo., joins the Columbia Broadcasting System the 18th of this month as an optional station and becomes the 157th CBS affiliate. . . . Also announced as the 157th and 158th affiliates of the National Broadcasting Co. are stations WINR, Binghamton, N. Y., and KERO, Bakersfield, Calif.

. . . Most recent additions to the American Broadcasting Co., are KUGN, Eugene, Ore., the 19th of last month, and WJOY, Burlington, Vt., which joins ABC as a basic supplementary station August 15th. . . . The Mutual Broadcasting System announces the newest MBS-Don Lee station, KVI, Seattle-Tacoma, effective August 1; also, a new station in Honolulu, KHON, which is joining this month. Owned and operated by the Aloha Broadcasting Co., Ltd., KHON is the first new standard broadcast station to go on the air in Honolulu since before the war.

\* \* \*

Murray Grabhorn, manager of the Station Sales Department of the American Broadcasting Co., assumes active direction of the network's Co-op Program Sales Department.

The "Standing Room Only" sign will soon again confront network advertisers, following the recent flow of new accounts signed on the Columbia Broadcasting System, William C. Gittinger, CBS vice-president in charge of sales, predicts.

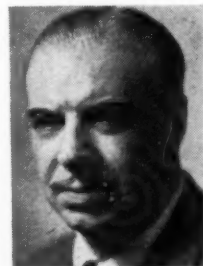
"Within the last month, CBS has signed three half-hour periods and one quarter-hour period, all scheduled to start within 60 days," Mr. Gittinger said. "At the present time, CBS has only five evening half-hours during the entire weekly schedule now open for network sponsorship, and of these, three are presently under negotiation and are expected to be sold within two weeks."

\* \* \*

At a recent meeting of the Sales Managers Executive Committee of the National Association of Broadcasters, a report on advertising agency recognition revealed that members attending the 17 N. A. B. district meetings favored the establishment of an Advertising Agency Recognition Bureau for the radio industry. Of 220 stations voting, 184 favor the Bureau, 23 are opposed, while eight did not answer.

\* \* \*

The Cooperative Analysis of Broadcasting announces temporary suspension of its radio program ratings, effective July 31, and explains that it will concentrate on research "to develop the ideal program audience measurements needed and wanted by all parties." The changes in CAB's program are due, it is stated, to the excessive costs in program ratings provided simultaneously with the current research.



KEN FARNSWORTH in the new position, television sales manager of ABC

## Television

Seven of the 13 American Television Society awards in recognition of outstanding contributions to the development of the industry have been received by the National Broadcasting Co., and the Radio Corp. of America at the society's annual meeting.

NBC's New York television station, WNBT, was honored for its camera work in the category of "the year's outstanding contribution to technical excellence in television production."

SALES MANAGEMENT

*Burlington* Commands  
*Vermont's* Largest Food Market

Vermonters work well, eat well, and spend freely for advertised food products. Burlington (Vt.) taps an ABC trading area of more than 126,000 hearty Vermonters. The BURLINGTON FREE PRESS is the blanket that covers this rich food market.

*The Burlington Free Press*

EFFECTIVE BUYING INCOME—\$3,752 PER FAMILY



#### CAPPER'S FARMER Subscribers?...

read what these Dealers think of them

These customer-wise dealers of Emmetsburg, Palo Alto County, Iowa—after inspecting the Capper's Farmer subscription list for their area—reported:

"These farm families are the above-average farm folk of this area." R. S. Hite—Farm Implements

"90% good. Some are the very best in this region." R. V. Wright—Petroleum Products

"You have a fine group of farm families listed here." Bert Hughes—Druggist

"This is a very good list of successful farm families." B. G. Moad—Automobiles

"A mighty good list." W. G. Middleton—Building Materials

"The farm families listed here include many of my best customers." C. G. Wigdahl—Hardware & Appliances

"A swell list of farm families. We do business with all of them." Ted Girard—Grocer

"I know at least 65% of these farm families personally and consider them all top customers." A. G. Jahn—Department Store

And what prosperous, responsive pupils! 1,300,000 dominant farm families of Mid-America . . . men, women and youth . . . find Capper's Farmer indispensable. It brings them the exact sort of information, suggestions and advice essential to their high standards of farming and living. That's why it plays such a major role in the buying habits of its readers—whom dealers rate as "favorite customers."

If you want these top farm families to respond to your advertising—put it in Capper's Farmer.

# Capper's Farmer

The Farm Magazine That Dominant Farm Families Heed



It received awards also for its handling of the Army-Navy game in the classification of the year's best sports programming, for its weekly coverage of boxing matches, and for the year's outstanding productions with the presentations of "Abe Lincoln In Illinois" and "Angel Street."

NBC, DuMont, CBS, and the A. T. & T. Co. were honored for the Lincoln's Birthday telecast in New York and Washington. RCA received awards for the development of the Image Orthicon, super-sensitive camera tube, and, jointly with CBS, for experimentation in color television.

\* \* \*

The Columbia Broadcasting System announces its licensing of the Bendix Radio Division of the Bendix Aviation Corp. to manufacture color television receivers for home use as well as transmitter equipment based on CBS's ultra-high frequency color television inventions. Bendix thus becomes the third major firm licensed under Columbia's color television patents; the other two are the Westinghouse Electric Corp. and the Federal Telecommunication Laboratories, Inc., affiliate of the International Telephone & Telegraph Corp.

The Allen B. DuMont Laboratories, Inc., announce that the FCC has granted a permit for construction of a 5kw television station in Washington. In recognition of the contributions by Dr. Thomas T. Goldsmith, Jr., director of research and engineering, to the television art, the station will have the call letters, WTTG, the final three letters coinciding with Dr. Goldsmith's initials.

\* \* \*

The A. E. Rittenhouse Co., Inc., Honeoye Falls, N. Y., makers of electric door chimes, is currently televising, via the American Broadcasting Co., a series of presentations designed primarily to provide entertainment.

"Chime Time," the Rittenhouse show, conceived and directed by Art Rivera, television director for Donovan & Thomas Advertising Agency, originates from WABD in the Wanamaker Studios, New York.

\* \* \*

The Firestone Tire & Rubber Co. is currently sponsoring a series of film programs titled, "Your Life Work," over NBC's television station WNBT, it is announced by Reynold R. Kraft,

sales manager of NBC television. The program consists of vocational guidance films, prepared in cooperation with the Armed Forces, to advise veterans and others in various fields of employment.

## Agencies

McMillan & Moss Advertising Agency, newly formed Los Angeles firm, is announced as the reactivation of the Faraon Jay Moss agency. . . . Jacob F. Keilson, recently returned from the Armed Forces, announces formation of The Keilson Co., New York City, to handle general advertising in all media.



T. SEWARD BURROWS, joins John M. Reilly as copy director and account executive.



HAROLD O. NADLER, new vice-president, account supervisor of Hanley, Hicks & Montgomery, Inc.

Neal D. Ivey has sold to Jess T. Ellington his interest in Ivey and Ellington, Inc., and will confine his activities to the Neal D. Ivey Co., Philadelphia, it is announced.

\* \* \*

Alexander Kroll and Edward L. Bond join Young & Rubicam, Inc., as account executives. . . . Theodore P. Jardine and Theodore T. Weldon of J. Walter Thompson Co., Chicago offices, are elected vice-presidents. . . . Robert A. Richardson joins Fuller & Smith & Ross, Inc. as account executive.

\* \* \*

**Accounts:** Samuel Goldwyn announces the appointment of Foote, Cone & Belding, Inc., as his advertising agency. First Goldwyn pictures to be advertised by this agency are "The Best Years of Our Lives" and "The Secret Life of Walter Mitty." . . . The Los Angeles office of Brisacher, Van Norden & Staff is appointed by Monogram Pictures to produce and direct a radio campaign on "Suspense."

International Tobacco Co. of South Africa, Ltd., makers of Max, Peter Jackson and Du Maurier cigarettes, names Cecil & Presbrey, Inc., as advertising consultants.

SALES MANAGEMENT

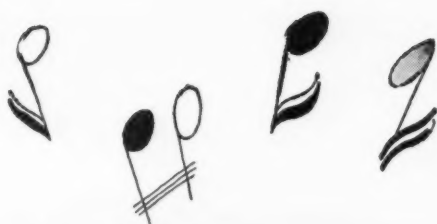
**WBNS**  
PRODUCES BETTER

For Example  
**HOOPERATING**  
COLUMBUS, OHIO  
Fall-Winter '45-'46  
**GINNY SIMMS**  
**19.1**  
ASK ANY  
BLAIR MAN

Four Lane Highway  
to the Million who  
buy in Billions . . .

**U.S. NEWS**  
**FORTUNE**  
**BUSINESS WEEK**  
**NATION'S BUSINESS**

Who'll buy your best



## RADIO-RECORD PLAYER?

Who spends enough time at home to make an expensive radio pay? Who spends enough time at home to collect—and play—hundreds of records? Who uses a radio in the morning, at noon, in the afternoon, and far into the night? Who needs many extra radios?

The family who lives in a home, entertains at home, has fun at home.

And who reads Better Homes & Gardens? The same family.

2,650,000 families—in prosperous suburban homes.\* Families with very comfortable incomes.\*\* Families who spend their money on things they enjoy at home.

Their big interest is what happens at home—and they read BH&G because it's entirely a "know-how" magazine for living better in their home.

2,650,000 families can buy almost 2,650,000 good radios—and millions more extra radios for Bill's room and Jane's room and the sewing room. Can you think of any spot that could possibly give you a greater concentration of probable sales?

\* BH&G penetration into homes worth \$3,000 or less is only 11%—but into homes worth \$10,000 and more, it's 48%!

\*\* BH&G incomes are 51% above the national median.

**AVERAGE  
CIRCULATION  
2,650,000**



*market*  
**THERE'S NO PLACE LIKE HOME**

—and no place like Better Homes & Gardens to sell everything that goes into homes

# Sales Management High-Spot Cities

## Retail Sales and Services Forecast for July, 1946

Despite growing resistance to high prices and poor quality the retail sales volume continues to soar, and business this July will be 94% better in dollar volume than July of 1939. A man may get sore when offered a shoddy shirt at \$5.00, and refuse to buy, but he will grab a new \$1,500 car, if he is lucky enough to get one. Increasing supplies of hitherto off-the-market merchandise keep the total figure on the upgrade.

San Jose, Calif. has edged up into second place among the cities leading in "City Index," but San Diego retains its first spot position. The 16 leaders for the month are: San Diego, Calif., 353.3; San Jose, Calif., 323.7; Portsmouth, Va., 318.1; Wichita, Kan., 316.2; Miami, Fla., 315.4; Honolulu, 315.0; Tucson, Ariz., 300.4; Oakland, Calif., 300.3; Knoxville, Tenn., 294.3; Topeka, Kan., 292.0; Fresno, Calif., 279.0; Pasadena, Calif., 271.2; Long Beach, Calif., 265.2; Tampa, Fla., 264.5; Aberdeen, S. D., 262.2; Albuquerque, N. M., 262.2.



SALES MANAGEMENT'S Research and Statistical Department has maintained for several years a running chart of the business progress of approximately 200 of the leading market centers of the country. Some important cities are omitted because month-to-month data on their bank debits are not available. These bank debits reflect 95% of all commercial activities, are the most reliable indicators of economic trends, and are used as a basic factor in SM's estimating.

The estimates cover the expected dollar figure for all retail activity, which includes not only retail store sales as defined by the Bureau of the Census, but also receipts from business service establishments, amusements and

hotels. These last three items are forms of retail expenditure which belong in the grand total, since they are just as much examples of retail expenditures as the purchase of coffee in a food store or apparel in a clothing store.

Two index figures are given, the first called, "City Index." This shows the ratio between the sales volume for this year's month and the comparable 1939 month. A figure of 175.0, for example, means that total retail sales and services in the city for the month indicated will show a probable increase of 75% over the similar 1939 month. . . . The second column, "City-National Index," relates that city to the total probable national change for the same period. A city may

have a sizable gain over its own past, but the rate of gain may be less than that of the Nation. All figures in the second column above 100, indicate cities where the change is more favorable than that for the U.S.A. The City-National figure is derived by dividing the index figure of the city by that of the Nation. The third column, "\$ Millions" gives the total amount of retail sales and services estimate for the same month as is used in the index columns. Like all estimates of what will happen in the future, both the index and the dollar figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Of greater importance than the precise index of dollar figures is the general ranking of the city, either as to percentage gain or the total size of the market as compared with other cities.

In studying these tables three primary points should be kept in mind.

1. *How does the city stand in relation to its 1939 month?* If the "City Index" is above 100, it is doing more business than in 1939. This is true currently of all 200 cities.

2. *How does the city stand in relation to the Nation?* If the "City National Index" is above 100, it means that the city's retail activity is more favorable than that of the Nation as a whole.

3. *How big a market is it?* The dollar volume reflects quantity of expenditures for sales and services. In the tables readers will find many medium-size cities with big percentage gains but small dollar expenditures, many big cities with small percentage gains but big dollar expenditures.

(These exclusive estimates of retail sales and services are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from Sales Management, Inc.)

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1939 which equals or exceeds the national change.

### Suggested Uses for This Index

- (a) Special advertising and promotion drives in spot cities. (b) A guide for your branch and district managers. (c) Revising sales quotas. (d) Basis of letters for stimulating salesmen and forestalling their alibis. (e) Checking actual performance against potentials. (f) Determining where post-war drives should be localized.

### As a special service

this magazine will mail 20 days in advance of publication, a mimeographed list giving estimates of Retail Sales and Services volumes and percentages for approximately 200 cities. The price is \$1.00 per year.

### RETAIL SALES AND SERVICES (SM Forecast for July, 1946)

	City Index	Nat'l Index	\$ Millions
UNITED STATES	194.0	100.0	\$8160.00
Alabama			
★ Mobile . . . . .	221.8	114.3	9.70
★ Birmingham . .	216.0	111.3	26.00
Montgomery . .	178.3	91.9	6.26

(Continued on page 138)

SALES MANAGEMENT



*Four-letter words  
we like to repeat*



In Sales Management's June 1 issue, Hempstead Town took over the lead High-Spot City position . . . with a gain of 115% over June 1939 retail sale(s). Estimated volume for the month was \$25,000,000 . . . money spent here, at home.

Because Hempstead Town is a home market . . . with 79% of its dwellings single dwellings, 58% of its home(s) owner-occupied, and because Hempstead Town women are intensely loyal to local stores and shop here to the tune of \$223,000,000 a year . . . you can reap plus sale(s) in this prosperous market by using the NDRS\*, the only newspaper concentrating its circulation (more than 90%) within the A. B. C. boundaries . . . the only newspaper edited primarily to satisfy Hempstead Towners' daily interest in the local scene.

## FLASH:

High-Spot Cities estimates for July show Hempstead Town again leads N. Y. State, with a city index of 230—or 130% over July, 1939; and a city-national index of 118.5. Dollar volume: \$24,500,000.

**\* Nassau Daily Review-Star**  
LONG ISLAND'S GREATEST NEWSPAPER

Published daily, except Sunday—4c a copy  
HEMPSTEAD TOWN, LONG ISLAND, N. Y.

EXECUTIVE OFFICES: ROCKVILLE CENTRE, N. Y.

Nat'l. Reps.: LORENZEN & THOMPSON, New York, Chicago, St. Louis, San Francisco, Los Angeles, Detroit, Cincinnati, Kansas City, Atlanta

JULY 1, 1946

[ 137 ]

## WHERE DO THEY BUY MY SOAP?

If "they" are New Englanders, the New England Newspapers Advertising Bureau annual grocery products distribution survey probably has the answers for you, if you're in the food field.

NENAB Director A. G. Glavin at 516 Statler Building, Boston 16, has the surveys.

Those for Woonsocket are available from Gilman, Nicoll & Ruthman or from us.

**THE WOONSOCKET CALL**  
AND EVENING REPORTER  
WOONSOCKET, R. I.

## East Idaho Can Buy It!

### Whether You Sell

Cereals, coffee, tea,  
washing powder, gas  
or oil you can find  
a ready market  
for it in East Idaho

### Diversified Irrigated

Farms produce most  
of East Idaho's  
\$70,735,000 Effective  
Buying Income

Tap This Wealth Through

## The Post-Register

Idaho Falls, Idaho

Represented Nationally by

**WARD-GRIFFITH CO.**

New York • Chicago • Detroit • San Francisco

## Sales Management High-Spot Cities

(Continued from page 136)

### RETAIL SALES AND SERVICES (SM Forecast for July, 1946)

	City Index	City Nat'l Index	\$ Millions
<b>Arizona</b>			
★ Tucson .....	300.4	154.8	7.35
★ Phoenix .....	260.1	134.1	12.25
<b>Arkansas</b>			
★ Fort Smith ..	224.5	115.7	5.20
Little Rock ...	189.0	97.4	12.70
<b>California</b>			
★ San Diego ....	353.3	182.1	26.65
★ San Jose .....	323.7	166.9	11.50
★ Oakland .....	300.3	154.8	46.00
★ Fresno .....	279.0	143.8	11.30
★ Pasadena .....	271.2	139.8	11.25
★ Long Beach ..	265.2	136.7	26.30
★ Los Angeles ..	258.4	133.2	163.50
★ San Bernardino	258.2	133.1	6.50
★ Stockton .....	250.4	129.1	4.04
★ Berkeley .....	240.1	123.8	7.95
★ Santa Barbara	202.0	104.1	7.70
★ San Francisco	198.5	102.3	63.00
Sacramento ...	188.5	97.2	11.45
<b>Colorado</b>			
★ Denver .....	203.6	104.9	36.45
Colorado Springs	193.5	99.7	4.60
Pueblo .....	181.8	93.7	3.85
<b>Connecticut</b>			
Stamford .....	179.2	92.4	7.15
New Haven ..	169.0	87.1	17.60
Hartford .....	168.4	86.4	23.25
Bridgeport ....	164.5	84.8	17.65
Waterbury ...	152.0	78.4	9.05
<b>Delaware</b>			
Wilmington ..	175.5	90.5	17.05
<b>District of Columbia</b>			
★ Washington ..	194.6	100.3	93.33
<b>Florida</b>			
★ Miami .....	315.4	162.6	34.10
★ Tampa .....	264.5	136.3	9.63
★ Jacksonville ..	218.0	112.4	12.25
<b>Georgia</b>			
★ Macon .....	250.0	128.9	6.10
★ Columbus .....	244.3	125.9	5.15
★ Atlanta .....	237.5	122.4	42.50
★ Savannah .....	227.2	117.1	8.35
★ Albany .....	218.0	112.4	2.07
Augusta .....	191.1	98.5	5.73
<b>Hawaii</b>			
★ Honolulu ....	315.0	162.4	42.00
<b>Idaho</b>			
★ Boise .....	236.8	122.1	5.80
<b>Illinois</b>			
★ Rockford ....	241.3	124.4	8.45
★ Peoria .....	200.0	103.1	12.85
Chicago .....	192.2	99.1	220.00
East St. Louis..	176.5	91.0	5.50
Springfield ....	167.0	86.1	6.37
Moline-Rock Island			
E. Moline ....	164.4	84.7	7.29

### RETAIL SALES AND SERVICES (SM Forecast for July, 1946)

	City Index	City Nat'l Index	\$ Millions
<b>Indiana</b>			
★ South Bend ..	223.5	115.2	11.45
★ Fort Wayne ..	217.0	111.9	11.15
★ Evansville ....	214.1	110.3	10.00
Gary .....	190.5	98.2	9.40
Indianapolis ..	188.6	97.2	36.75
Terre Haute ..	183.7	94.7	7.60
<b>Iowa</b>			
★ Sioux City ...	227.2	117.1	8.75
★ Des Moines ..	199.0	102.6	17.00
Cedar Rapids ..	186.3	96.0	7.38
Davenport ...	180.7	93.1	6.67
<b>Kansas</b>			
★ Wichita .....	316.2	163.0	15.50
★ Topeka .....	292.0	150.5	7.42
★ Kansas City ..	224.5	115.7	12.00
<b>Kentucky</b>			
★ Louisville ....	213.2	109.9	33.00
★ Lexington ....	195.1	100.6	6.60
<b>Louisiana</b>			
New Orleans ..	185.0	95.4	34.00
Shreveport ...	168.1	86.6	9.00
<b>Maine</b>			
★ Bangor .....	202.0	104.1	4.41
Portland .....	174.6	90.0	9.02
<b>Maryland</b>			
★ Baltimore ....	202.0	104.1	82.75
Cumberland ..	181.5	93.6	6.83
<b>Massachusetts</b>			
★ Holyoke .....	243.6	125.6	4.85
★ New Bedford..	201.9	104.1	8.37
Worcester .....	182.6	94.1	17.40
Fall River ....	174.5	89.9	7.50
Springfield ...	173.4	89.4	17.15
Lowell .....	161.7	83.4	7.05
Boston .....	158.8	81.9	79.00
<b>Michigan</b>			
★ Lansing .....	225.5	116.2	11.65
★ Battle Creek ..	216.4	111.5	6.15
★ Jackson .....	215.0	110.8	6.30
Kalamazoo ...	193.1	99.5	9.47
Flint .....	190.0	97.9	17.32
Detroit .....	189.3	97.6	140.00
Grand Rapids ..	185.7	95.7	17.85
Saginaw .....	174.0	89.7	8.50
Bay City .....	168.6	86.9	5.80
Muskegon ....	147.6	76.1	5.42
<b>Minnesota</b>			
★ Minneapolis ..	194.2	100.1	63.28
St. Paul .....	190.5	98.2	31.92
Duluth .....	168.8	87.0	8.75
<b>Mississippi</b>			
★ Jackson .....	240.0	123.7	8.35
<b>Missouri</b>			
★ Springfield ...	250.1	128.9	5.06
★ Kansas City ..	196.0	101.0	44.17
St. Joseph ....	187.6	96.7	4.90
St. Louis .....	162.8	83.9	66.75
<b>Montana</b>			
★ Billings .....	197.5	101.8	4.77
<b>Nebraska</b>			
★ Omaha .....	217.8	112.3	20.65
Lincoln .....	175.4	90.4	7.08
<b>Nevada</b>			
★ Reno .....	230.0	118.6	5.63

SALES MANAGEMENT

RETAIL SALES AND SERVICES  
(SM Forecast for July, 1946)

	City Index	Nat'l Index	\$ Millions
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New Hampshire

Manchester ...	175.3	90.4	6.74
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New Jersey

★ Paterson .....	244.2	125.9	20.50
Passaic .....	192.7	99.3	8.41
Newark .....	179.0	92.3	54.54
Camden .....	170.6	87.9	11.00
Trenton .....	164.6	84.8	12.25
Jersey City- Hoboken ..	141.5	72.9	26.89

New Mexico

★ Albuquerque ..	262.2	135.2	5.38
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New York

★ Hempstead Twp.	230.0	118.5	24.50
★ Binghamton ..	203.2	104.7	9.57
Schenectady ..	192.6	99.3	8.74
Niagara Falls..	191.1	98.5	6.75
Elmira .....	191.1	98.5	4.70
Rochester .....	186.5	96.1	30.00
New York ...	180.3	92.9	480.00
Jamestown ...	174.4	89.9	3.18
Troy .....	170.0	87.6	4.90
Syracuse .....	165.5	85.3	18.35
Buffalo .....	160.0	82.5	40.64
Albany .....	158.5	81.7	10.55
Utica .....	146.7	75.6	7.70

North Carolina

★ Durham .....	262.0	135.1	6.97
★ Asheville ....	247.4	127.5	7.25
★ Greensboro ...	223.2	115.1	6.50
★ Charlotte ....	215.6	111.1	12.63
Winston-Salem ..	186.5	96.1	3.20
Raleigh .....	161.0	83.0	5.75

North Dakota

★ Grand Forks ..	233.7	120.5	3.00
Fargo .....	186.0	95.9	4.76

Ohio

★ Akron .....	246.5	127.1	25.25
★ Dayton .....	217.1	111.9	27.30
★ Warren .....	213.5	110.1	3.55
★ Cleveland ....	205.7	106.0	89.00
Columbus ....	190.0	97.9	33.50
Canton .....	189.6	97.7	10.00
Toledo .....	186.5	96.1	28.45
Zanesville ....	184.2	94.9	4.70
Cincinnati ..	179.0	92.3	52.12
Springfield ...	175.5	90.5	6.17
Youngstown ..	170.0	87.6	17.50
Steubenville ..	156.2	80.5	4.51

Oklahoma

Muskogee ....	192.7	99.3	3.38
Tulsa .....	177.7	91.6	17.50
Oklahoma City	176.5	91.0	25.65

Oregon

★ Salem .....	242.9	125.2	4.70
★ Portland .....	230.5	118.8	50.25

Pennsylvania

★ Chester .....	223.0	114.9	5.75
★ York .....	217.8	112.3	7.50
★ Erie .....	206.5	106.4	9.53
Altoona .....	191.7	98.8	7.68
Wilkes-Barre ..	178.2	91.9	7.15
Allentown ....	177.5	91.5	9.46
Pittsburgh ....	171.0	88.1	61.50
Philadelphia ..	170.5	87.9	155.60
Harrisburg ...	168.7	87.0	9.50
Lancaster .....	168.7	87.0	7.05
Johnstown ....	163.5	84.3	7.00
Williamsport ..	156.1	80.5	3.85

RETAIL SALES AND SERVICES  
(SM Forecast for July, 1946)

	City Index	Nat'l Index	\$ Millions
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Pennsylvania (Cont'd)

Scranton . . . .	148.2	76.4	9.36
Reading . . . . .	141.7	73.0	9.35

Rhode Island

Providence ...	181.0	93.3	33.75
Woonsocket ...	179.3	92.4	4.40

South Carolina

★ Spartanburg ...	252.0	129.9	5.68
★ Greenville ....	220.0	113.4	7.00
★ Charleston ....	219.5	113.1	6.70
★ Columbia .....	198.7	102.4	7.05

South Dakota

★ Aberdeen .....	262.2	135.2	1.64
★ Sioux Falls ...	235.1	121.2	5.70

Tennessee

★ Knoxville ....	294.3	151.7	12.50
★ Nashville .....	218.5	112.6	15.00
★ Memphis .....	204.2	105.3	30.75
Chattanooga ...	188.4	97.1	11.78

Texas

★ Corpus Christi.	238.3	122.8	8.80
★ Houston .....	235.0	121.1	47.00
★ San Antonio ...	232.8	120.0	22.85
★ Fort Worth ...	230.1	118.6	20.00
★ El Paso .....	228.0	117.5	7.07
★ Dallas .....	225.5	116.2	48.22
★ Waco .....	220.2	113.5	5.00
★ Wichita Falls..	218.5	112.6	4.27
★ Beaumont ....	217.3	112.0	5.79
★ Amarillo .....	210.0	108.2	4.85
★ Austin .....	208.2	107.3	5.50
Galveston ....	172.5	88.9	7.52

RETAIL SALES AND SERVICES  
(SM Forecast for July, 1946)

	City Index	Nat'l Index	\$ Millions
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Utah

★ Ogden .....	259.0	133.5	7.45
Salt Lake City	181.3	93.5	21.00

Vermont

Burlington ...	165.2	85.2	3.65
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Virginia

★ Portsmouth ...	318.1	164.0	4.18
★ Norfolk .....	230.2	118.7	15.85
★ Richmond .....	197.5	101.8	25.75
★ Newport News ..	197.0	101.5	3.17
Roanoke .....	180.0	92.8	7.56
Lynchburg ...	162.3	83.6	5.40

Washington

★ Tacoma .....	260.7	134.4	14.75
★ Seattle .....	232.2	119.7	52.00
★ Spokane .....	198.3	102.2	16.25

West Virginia

★ Huntington ...	203.0	104.6	7.85
Charleston ....	180.2	92.9	9.75
Wheeling ....	141.6	73.0	5.83

Wisconsin

★ Milwaukee ...	230.6	118.9	55.00
★ Madison .....	218.2	112.5	8.50
★ Superior .....	215.0	110.8	4.25
★ Sheboygan ....	209.1	107.8	4.60
★ Green Bay ....	198.0	102.1	6.65
★ La Crosse ....	195.4	100.7	4.22
Manitowoc ...	182.5	94.1	2.55

Wyoming

★ Cheyenne ....	212.5	109.5	2.30
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**LONG BEACH**

*Magnificent California Market!*



**Perfect Playground**

Long Beach's beautiful beaches are only a part of its all-around recreational facilities. Unsurpassed golfing, fishing and sailing are traditions! Along with Industry, Harbor and Oil, recreation provides this city's citizens with the nation's \* highest effective buying income!

Reach the prosperous citizens of the Long Beach Metropolitan Area through the Press-Telegram. Now nearly 80,000 net paid daily circulation, (controlled), the Press-Telegram enters over two-out-of-three Long Beach homes!

\* Sales Managements 1945 Effective Buying Income Survey.

For best use of your campaign dollar, consult Williams, Lawrence and Cresmer, our national representatives. The Press-Telegram is a member of Metro Pacific Comics and Pacific Parade.

**LONG BEACH**  
**Press-Telegram**

**In Greater Long Beach it's the Press-Telegram!**



## SALES MANAGER

Wanted, a man aged 35 to 40, experienced in sales management, to manage activity of territorial commission salesmen located throughout the nation. Selling quality maintenance products to industries and institutions. Management activities handled by correspondence for the most part. Some traveling. Industrial sales experience desirable. Included among duties will be hiring of new salesmen, sales training, guidance and direction, planning of sales strategy and correlation of home office and field programs. Salary. Box 2316, Sales Management, 386 Fourth Ave., New York 16, N. Y.

## WANTED

### NATIONAL SALES MANAGER

Here is a splendid opportunity for a young man with ambition and energy, to connect with one of the best known electric appliance companies in the industry. The man we seek must have sound merchandising ability coupled with enthusiasm and drive in directing sales meetings. The position is one that opens unlimited advancement to the right applicant. Write giving full details of experience. Box 2312, Sales Management, 386 Fourth Ave., New York 16, N. Y.

### SALES EXECUTIVE ASSISTANT AVAILABLE

Assistant to dynamic sales executive who may not have time or temperament to analyze and plan scientific sales management himself. Twelve years sales departments two national corporations distributing to department stores and jobbers. Age 34, Episcopal, married, University of Michigan (A.B. 1933), majors marketing and advertising. Now advertising and promotion manager anxious to use wider experience. Available 45 days notice; employer knows plans. Excellent references, loyal, able, congenial. Also qualified as advertising account executive. Located New York City, free to move. Box 2313, Sales Management, 386 Fourth Ave., New York 16, N. Y.

## OPPORTUNITY

The largest publisher of business and economic services has openings for Special Representatives in Cleveland, Pittsburgh, Washington, D. C., and the South.

Applicants must have had experience meeting and selling top executives and must be willing to travel to some extent. Local office furnished. 4 weeks training with pay. Starting salary \$5400, plus expenses. Write Box 2315 giving full details on your background and experience and also tell why you want the job.

MARKET RESEARCH EXECUTIVE SEEKS PART-TIME AFFILIATION Heavy experience diversified phases. At present in top responsibility position. Seek change to allow time for own interests. Box 2314, Sales Management, 386 Fourth Ave., New York 16, N. Y.

# INDEX TO ADVERTISERS

D. H. Ahrend Co. ....	54, 96	Newsweek .....	29
American Airlines System .....	3rd Cover	The Daily Oklahoman — Oklahoma City Times .....	49
American Druggist .....	20	The Oregonian .....	32
The American Magazine .....	56-57		
American Telephone & Telegraph Co. ....	47	The Personnel Institute, Inc. ....	99
American Telephone & Telegraph Co. — Classified Division .....	65	The Philadelphia Evening Bulletin ..	1
Artwil Company .....	140	The Pittsburgh Press .....	21
		The Progressive Farmer .....	70
Better Farming Methods .....	89	Purchasing .....	81
Better Homes & Gardens .....	135		
Boot and Shoe Recorder .....	97	Redbook .....	2nd Cover
Booth Michigan Newspapers .....	98	Remington Rand .....	33
Buffalo Courier Express .....	74	Rochester Times-Union — Democrat & Chronicle .....	91
Building Supply News .....	71		
Bureau of Advertising, A. N. P. A. ....	17	Sales Research Institute .....	91
The Burlington Free Press .....	132	San Francisco Call-Bulletin .....	87
		San Francisco Examiner .....	129
Capper's Farmer .....	133	Saturday Evening Post .....	12-13
Cellophane Div., E. I. duPont de Nemours & Co., Inc. ....	59	The Seattle Post-Intelligencer .....	9
Chicago Journal of Commerce .....	124	Simmons-Boardman Publishing Co. ..	77
Chicago Tribune .....	4th Cover	Standard Outdoor Advertising, Inc. ...	105
The Cincinnati Enquirer .....	90	Stecher-Traug Lithograph Corp. ....	109-110
The Cincinnati Post .....	141	Successful Farming .....	68
Cincinnati Times-Star .....	17	Syndicate Store Merchandiser .....	4
The Cleveland Press .....	26		
Columbia Pacific Network .....	6-7		
		The Tacoma News-Tribune .....	30
The Dallas Times Herald .....	54	This Week Magazine .....	18, 104
The Detroit Free Press .....	14	Time .....	34
The Detroit News .....	127	The Toledo Blade .....	131
Display Guild .....	71	True Confessions .....	24-25
Dun's Review .....	114		
		The Wall Street Journal .....	94
Eastern Corporation .....	115	Wallace's Farmer and Iowa Homestead ..	19
		Warren Telechron Co. ....	76
Farm Journal .....	3	The Washington Evening Star .....	5
		Washington Times-Herald .....	82
Gardner Display Co. ....	103	WBNS (Columbus) .....	134
Good Housekeeping .....	63	WBZ (Boston) .....	27
The Gray Manufacturing Company ..	85	West Virginia Pulp & Paper Co. ....	66-67
Grit .....	55	Westchester Newspapers .....	75
		Westinghouse Radio Stations, Inc. ...	27
Haire Specialized Business Papers ...	128	Winston-Salem Journal and Sentinel ..	96
Haynes Lithograph Company, Inc. ...	16	The Woonsocket Call .....	138
Holland's Magazine .....	119	WOR (New York) .....	92
Holyoke Card & Paper Co. ....	64	The Worcester Telegram-Gazette ...	112
Hotel New Yorker .....	104	WROL (Knoxville) .....	124
House & Garden .....	23	WTAR (Norfolk) .....	125
The Houston Chronicle .....	121		
		The Yankee Network, Inc. ....	80
The Idaho Falls Post-Register .....	138		
The Indianapolis News .....	11		
Interstate United Newspapers .....	124		
The Lawrence Eagle-Tribune .....	48		
Long Beach Press-Telegram .....	139		
The Manchester Union-Leader .....	86		
McClatchy Newspapers .....	101		
Metropolitan Group .....	60-61		
Midwest Farm Paper Unit .....	22		
The Minneapolis Star-Journal and Tribune .....	88		
Monarch Personnel .....	124		
Nassau Daily Review-Star .....	137		
The National Broadcasting Company .....	106-107		
National Paper Box Manufacturers Association .....	52		
Nation's Agriculture .....	83		
Nation's Business .....	134		
New Bedford Star-Times .....	28		
New York Herald Tribune .....	122		
New York Journal-American .....	31		
New York Subways Advertising Co., Inc. ....	113		
Newark Evening News .....	10		

## SALES MANAGER

Man with proven administrative ability, 35-40 years, minimum of 10 years in selling and supervising salesmen of gas or electric appliances to plumber and hardware jobbers on a national basis. Experience in conducting sales meetings, advertising, dealer educational programs. Extensive travel required.

Employer has many manufacturing plants, established appliance business. Please do not take our time or yours by replying unless you can fully meet all the qualifications.

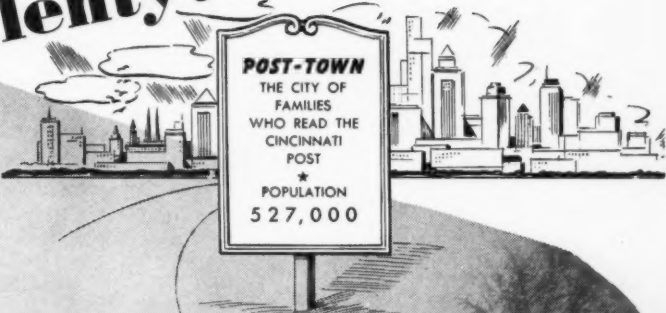
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24-B West 48th St. • New York 19, N. Y.  
MEdallion 3-0818

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**T**HEY'RE a car-owning crowd—these 527,000 active people in the families reading The Cincinnati Post. Even allowing for wartime auto mortality, Post-Towners operate some 100,000 automobiles. Fill up every Post-Town gas tank with a 10-gallon order, and you've sold a million gallons of gasoline—to serve each Post-Towner just once!

And not only gasoline but *every thing* the public buys should take its advertising message to Post-Town. You reach 527,000 people who combine the ability to earn with a willingness to spend. And remember—only The Post covers all of Post-Town—that's why The Post is rapidly becoming a must paper on *every* list.

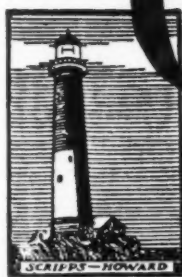
THE CINCINNATI POST'S  
TOTAL CIRCULATION

is now

**152,747**

(ABC Publisher's Statement,  
March 31, 1946)

The



# Cincinnati Post

THE NEWSPAPER FOR **ACTIVE** CINCINNATIANS

Robert K. Chandler, National Advertising Manager

CINCINNATI 2, OHIO

Represented by the National Advertising Department of Scripps-Howard Newspapers

# Comment

BY RAY BILL

**I**S BUSINESS REALLY FALLING OFF? Scare hysteria seems to be sweeping the country. Manufacturers and distributors are tightening their belts, and lopping off every easily detachable item of expense. A business man goes to lunch and hears of friends who have made cancellations; he goes back to the office and starts to slash his own expenses. Tomorrow he tells another set of friends about what *he* has done and they follow *his* example.

Is there any reason for this hysterical fear? You cannot find any reason for it in studying retail sales reports. True, business is spotty. Consumer resistance to high prices and poor quality has made itself felt in *some* lines, but the dollar volume continues to soar as long-awaited commodities come on the market, such as the many types of consumer durables.

The predictions of the Committee For Economic Development have been realized. They were unduly conservative. Instead of a fraction over 53 million employed civilians, the total is in excess of 55 million. Instead of a physical volume of products 41.6% higher than 1939, the Federal Reserve Board figures indicate that we are turning out more than 50% in excess of that so-called "normal year."

With wage scales up in almost every industry the workman's family is certainly better off than he was a few months ago, and as long as he is employed at good wages the mass buying—which is what counts most for the average manufacturer and retailer—is not going to take a nose dive.

We hear rumors about consumers running out of cash money and wholesale turning in of war bonds. What is the truth? According to a detailed study made by the National Publishers Assn. there has been a definite leveling off of war bond redemptions. Surveys in the Detroit and Pittsburgh areas show that during the General Motors and steel strikes redemptions did *not* rise above the national average. In addition, the fact that sales to individuals during the Victory Loan Drive, last October through December, were 69% in excess of the national goal indicates a healthy interest on the part of the people toward saving. Even more significant is the fact that sales of Federal Savings Bonds through the first four months of the year exceeded redemption of *all* bonds by approximately \$1¼ billion. *Individuals* today hold one-quarter of the national debt—85 million Americans with \$49 billion of the bonds designed for individual purchase.

There are two items in the Significant Trends Department of this issue which have a definite bearing on this problem of what to do under present conditions. The excerpts from the letter by Roy Eastman deserve careful reading—and then we think you ought to pass them on to any associates who currently have the fear complex. This is certainly the time when weaklings either stand still or slip backwards. The strong men will forge ahead while the weak hedge or stall.

The other Significant Trends item is an example of how the carryback feature of the tax law affects any company which paid excess profits taxes during the war years. It is especially important for the marketing executive to study because he knows full well that a strongly competitive selling situation is in the making, even though it may not be here; he knows that to get dollars he must spend dollars, but he is often up against a coalition of non-sales minded executive associates who are looking only at today's P.&L. statement. They say, "why promote or sell when there is no need to stimulate demand because we haven't the goods to supply?" They may not know that their investments in sound promotion are still guaranteed by the government, just as they were under the Excess Profits Tax Act.

**D**ON'T COUNT ON A MASS MARKET OF SUCKERS: There are so many signs of growing discrimination in buying on the part of the public that only a blind man could fail to read in them a warning to all who have been proceeding on the blithe assumption that the public will buy anything. We're seeing retail mark-downs again. Certain industries have already reached the stage where the product of unknown brand name is having tough sledding. Among your own friends you've probably heard voiced decisions against a pell-mell rush to acquire a new car . . . "let's let the automobile companies get the bugs out of the first post-war models." Johnny Q. Public is definitely showing traces of shyness.

As people begin to put their money into capital goods purchases like refrigerators and homes and tractors, we can expect the gadget-makers to suffer a set-back. These are the companies that make products which aren't classifiable precisely as luxuries, they're certainly not necessities, and they're often products of short life. During the most acute goods shortages these products have done well simply because the public hasn't been offered the necessity items on which to spend their cash. The specialty makers, wise in the ways of product design, market research, advertising, promotion and personal salesmanship, will simply out-sell the firms whose recent business has been built wholly on the base of what might be called "false demand."

Broadly speaking, industry still hasn't absorbed the idea that from here on out each individual company will be facing not only heightened competition from other companies in the same line, but will be fighting other industries for the consumers' dollars. All-industry campaigns, therefore, were never more timely. (Even the coal people, are finally getting together in an attempt to clean up a bad public relations situation and to present a united front in bucking other fast-gaining fuels.)

To come back to our earlier question, "Is business really falling off?" the answer is "no" from the standpoint of our overall national economy, but it can and will be "yes" for those who fail to proceed with promotion courage. There is no substitute for a live public consciousness toward your industry and a friendly attitude toward your brand name.